

VIABILITY OF THE PART-TIME FIREFIGHTER PROGRAM

Executive Development

Viability of the Part-Time Firefighter Program at Hanover Park Fire Department

Craig A. Haigh

Hanover Park Fire Department, Hanover Park, Illinois

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**CERTIFICATION STATEMENT**

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed: \_\_\_\_\_

### **Abstract**

This ARP examined the continued viability of a part-time firefighter program within Hanover Park FD. Retention among the part-time ranks is poor, thereby necessitating large amounts of overtime to provide daily staffing. Research focused on the following questions:

1. Hours filled in comparison to hours available to be filled?
2. Recruit techniques?
3. Retention?
4. How other FD utilize personnel?
5. Recruitment techniques used by others?
6. Retention rate in other FD?
7. Plans for continued usage of part-time personnel?
8. Staffing options?

Research clarified that a problem truly exists as well as a national trend of decreasing part-time firefighters, including many who use their positions as steps to full time jobs. Cautious recommendations are made for possible corrections.

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## Introduction

In order to effectively provide emergency services, a sufficient number of personnel must be available to respond when dispatched to a critical incident. Much debate exists over the number of personnel required to complete a specific task or to be assigned to a particular piece of equipment. These controversial numbers, although significant, are not specifically addressed in the context of this paper. This applied research project is focused on the reliability of part-time fire fighters in general to fill needed staffing positions.

The Village of Hanover Park Fire Department currently operates with a combined staffing of full- and part-time fire fighters. Part-time personnel fill one 24-hour fire fighter shift position and cover all vacancies occurring from annual leave, FLSA work reduction hours (Kelly Days), sick leave, and leave for scheduled training. The problem is the inability to rely on these part-time fire fighters to fill the needed staffing positions. When positions are not filled with part-time fire fighters, overtime is paid to full-time employees, increasing operational expenses.

The purpose of this research paper is to determine the long-term viability of the part-time program and to develop options for alternative staffing. Descriptive and evaluative research methods are used to answer the following questions:

1. What hours are actually being filled by part-time fire fighters?
2. How does Hanover Park recruit part-time fire fighters?
3. What is the retention rate of part-time fire fighters?
4. How do other fire departments utilize part-time personnel?

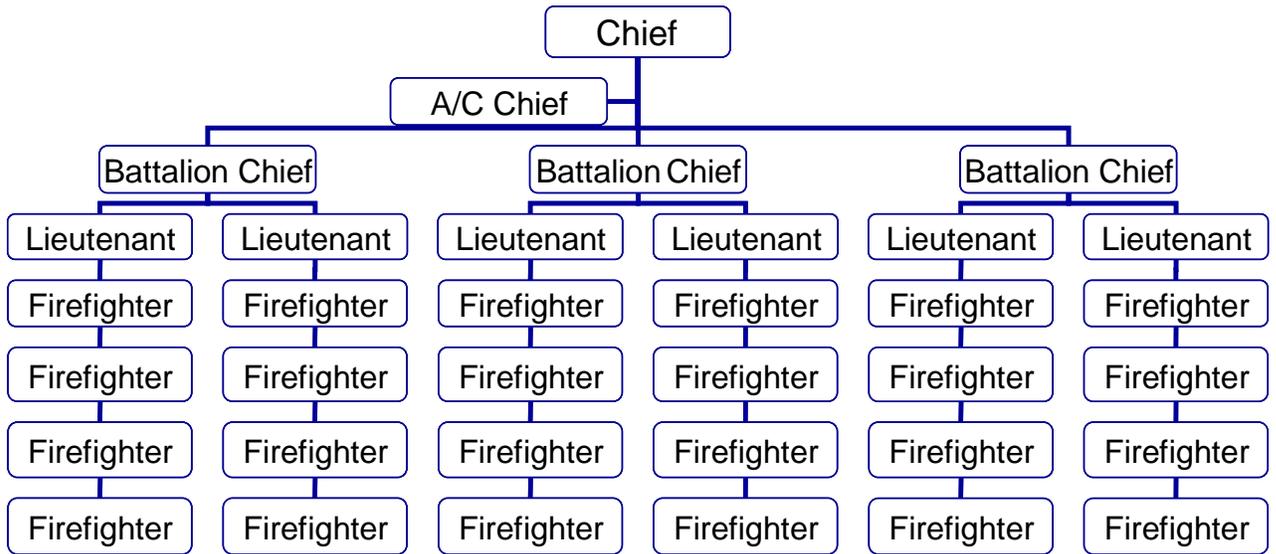
5. What recruitment techniques do other fire departments use to obtain part-time personnel?
6. What is the retention rate of part-time fire fighters in other departments?
7. What are the long-term plans for continued usage of part-time personnel by other fire departments?
8. What are available staffing options?

### **Background and Significance**

#### *Current Organizational Structure*

The Hanover Park Fire Department is a municipal organization providing emergency services to the Village of Hanover Park and the Hanover Park Fire Protection District (formerly known as the Ontarioville Fire Protection District). Currently, the department responds from two fire stations and operates using a three-platoon system consisting of 10 full-time personnel assigned to each shift. Each shift is under the command of a battalion chief who is assisted by two lieutenants serving as company officers. Daily staffing is supplemented by part-time fire fighters. Minimum daily staffing is 9 with a maximum of 11. Fire administration consists of the fire chief, an assistant chief/fire marshal and an administrative assistant. All full-time personnel (lieutenants and fire fighters) are represented by the International Association of Fire Fighters Local 3452. Part-time fire fighters are also unionized and are represented by Service Employees International Local 73.

**Table 1 –Hanover Park Organizational Chart**



*History of Fire Protection District*

The department’s history can be traced back to April 3, 1928, when area leaders met to begin collecting funds from the community residents and farmers of unincorporated Ontarioville in order to form a volunteer fire department (Ontarioville, 1953, p. 4). The department operated on donations until 1957 when, by a vote of the people, the Ontarioville Fire Protection District was formed giving the new district taxing authority under the Illinois Revised Statutes and allowing the new governing body to provide fire protection. Services continued to be provided using volunteers and then paid-on-call members until the early 1980s when the district began employing full-time fire fighter/paramedics to supplement the paid-on-call members. Even with the transition to career fire fighters, the department continued to rely heavily on a large pool of paid-on-call members who worked rotating shifts to staff the district’s three fire stations.

*History of the Village of Hanover Park*

Like most suburbs around the City of Chicago, the area continued to experience population increases and an influx of commercial and industrial development. The Village of Hanover Park incorporated in 1950 and, over the years, has annexed the majority of the fire protection district. With the population increase, came a demand for additional services. To address these changes, the district turned over control of the fire department to the Village of Hanover Park in July 2000. The department currently serves a population base of 40,000 residents located in six square miles.

*History of Fire Department*

In an effort to respond to the swelling needs of the community, Hanover Park Fire Department has increased the number of full-time members while, continuing to supplement staffing with part-time personnel. Currently, the department depends on part-time personnel to fill 30,520 hours annually--the same number of hours that it would take an additional 11.1 full-time fire fighters to cover.

Up until the mid 1990s, Hanover Park was fortunate to have a large number of part-time fire fighters who had secure full-time positions, within both the private and public sectors, and who were simply interested in providing service to their community through the part-time program. However, as the community's economic and generational culture has changed, it has become more and more difficult to hire and retain part-time personnel. Now part-time personnel use their fire department position as a stepping stone to full-time employment. This change has generated an extremely high turnover rate, forcing the department to devote a tremendous amount of human and financial resources

to recruitment and training. Overtime costs for full-time fire fighters covering vacancies created by the absent part-time personnel have more than doubled.

The Village of Hanover Park recognized this costly trend almost immediately after its take over of the old fire district on July 1, 2000. During the 2000-2001 fiscal year, the Village Board voted to add 3 new full-time fire fighter/paramedics, bringing the total department staffing to 26 full-time employees.

With the addition of the new employees in August 2000, each shift was staffed with 8 full-time personnel, with a minimum daily staffing of 11 (9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup> positions were filled by part-time employees). This staffing allowed the operation of two 3-person engine companies, two ALS ambulances and a command car. The department's truck was staffed by the crew of the Station 1 ambulance who would abandon the ambulance and "jump" to the truck.

However, by early 2002 it became apparent that to maintain a minimum staffing level of 11, huge amounts of overtime were required due to the fluctuating part-time employee base (Appendix A). In an effort to deal with the costs, the Village Manager directed the Fire Chief to reduce daily staffing to 10 personnel each day beginning May 1, 2003. Although the process helped initially to control costs, it removed the third fire fighter from the engine at Station 2, making this a 2-person company.

Beginning May 2003, overtime costs were closely monitored along with the declining number of available part-time personnel. Five part-time fire fighters left the department to pursue full-time careers within neighboring departments. Their combined work hours totaled in excess of 1,552 hours annually (Appendix B). The department attempted to fill 36,000 hours with part-time fire fighters. While 30,000 hours were

successfully covered, the remaining 6,000 hours were filled with full-time employees working overtime. In May 2004 the Village Board again approved the hiring of 3 additional fire fighter/paramedics (one for each shift) but, due to financial difficulties, was forced to wait until December 2004 to actually hire them.

### *11 Flex 9 Program*

In the meantime, a new program known in-house as “11 flex 9” was instituted beginning December 21, 2003. This program set minimum staffing at 9 with a maximum of 11. The plan was to try and fill all 11 positions each day, but reduce to a minimum of 9 before calling overtime. This program, still in place as of this writing, reduced overtime but removed the ambulance at Station 2 from service when operating at minimum staffing.

Along with the “11 Flex 9” program, an active recruitment campaign for new part-time fire fighters was initiated. Since the Village takeover in 2000, the department has hired 41 new part-time fire fighters; however, only 16 of them remain. Of the 41, 34 left to take full-time positions with neighboring departments, 1 left the fire service, and the other 6 were terminated for poor performance.

Therefore, the Board established tracking parameters to assist in judging the overall effectiveness of the 11 Flex 9 program. First, the fire department was directed to document overtime numbers for each pay period throughout fiscal year 2003-2004 (Appendix C). Second, benchmarks were selected against which to measure staffing. The position of the Board, which mirrors the position of the fire chief, was that minimum staffing of both 9 and 10 are unacceptable and that we should strive for 11.

Benchmarks were set as follows:

- 11 fire fighters -- 60% of the time
- 10 fire fighters – 30% of the time
- 9 fire fighters – 10% of the time

All parties understood that, based on costs and the limited number of part-time employees, staffing all 11 positions all the time was unlikely. Using these benchmarks, the department began tracking the amount of hours part-time fire fighters worked each day to fill vacancies for approved leave; scheduled training; sick leave; the 9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup> positions (Appendix D). Between December 21, 2003, and December 26, 2004, the department operated at a staffing efficiency of:

- 11 fire fighters – 28.92% of the time
- 10 fire fighters – 31.22% of the time
- 9 fire fighters – 39.86% of the time

As evidenced by the numbers shown in Appendix C, the overall overtime expenditures went down, but at the sacrifice of staffing—an unacceptable option to the Village Board.

*Affect of additional hiring*

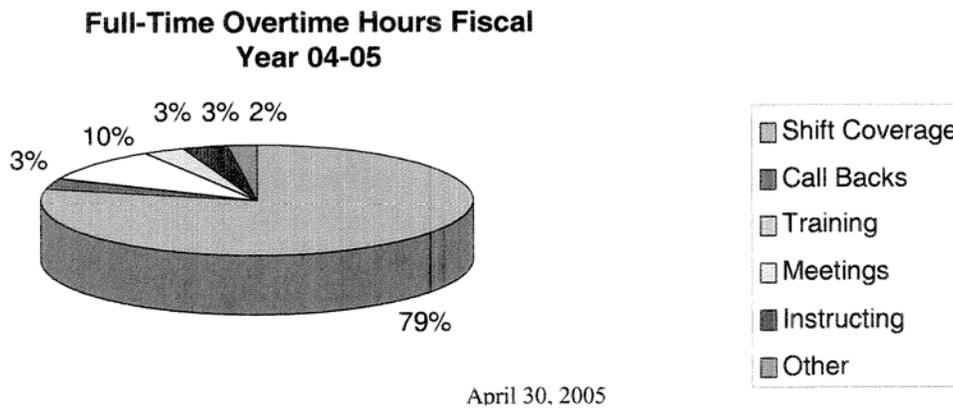
Christmas 2004 introduced the three new, approved fire fighters. Ironically, the action that was designed to increase the amount of time the department was staffed at 11 actually decreased staffing numbers (Appendix E).

- 11 fire fighters – 18.62% of the time
- 10 fire fighters – 23.73% of the time
- 9 fire fighters – 57.62% of the time

The department preferred to hire, whenever possible, its own part-time fire fighters for the full-time positions. By hiring full time three of our most active part-time employees, who cumulatively worked in excess of 8,000 hours annually, and by also promoting three more of our high-end producers to fill vacancies due to retirements and resignations, we were again reduced to a total of sixteen part-time employees to fill 36,000 hours.

Statistics from the 2004-2005 fiscal year (which concluded April 30, 2005) revealed that 79% (5,020.5 hours) of all full-time overtime was necessary for shift coverage. It is important to note that these overtime hours were only paid when minimum staffing dropped below 9 and not for the 10<sup>th</sup> and 11<sup>th</sup> positions.

**Table 2—Full-Time Overtime**



One would think that making part-time fire fighters full-time would allow greater staffing levels. However, the department discovered that the most productive part-timers (who were working full-time hours without benefits) provided a tremendous amount of flexibility in scheduling. Since they were not assigned to a 24-hour shift as stipulated by the IAFF collective bargaining agreement, the department placed them where needed. Without benefits, they were not eligible for vacation, Kelly Days, or sick time. In reality, becoming full-time actually reduced the number of hours they were working from around

2,800 hours annually to around 2,600 hours. Basically, the department needed to make up 1,200 hours due to the addition of the full-time employees.

Now desperate to increase staffing, the Village Board in July 2005 has again hired an additional 3 full-time fire fighter/paramedics and has committed to an additional three in Fiscal Year 2006-2007. These additions will bring the total full-time personnel to 35, with 11 assigned to each of the three platoons.

#### *Linkage to EFOP Course and USFA Operational Objectives*

Since the inception of the part-time program, management assumed that part-time labor is less costly than full-time. However, this theory has never been tested as it relates specifically to the issue of fire department *staffing* versus the number of personnel needed to keep apparatus in service.

Is the declining number of available part-time fire fighters a problem confined to Hanover Park, or is it a systemic problem throughout the fire service? Evaluation of the latter is directly related to the National Fire Academy's *Executive Development* course in that its focus is on leadership skills that anticipate future trends (National Fire Academy [NFA], 2004, *Executive Development* Student Manual, p. iii). It also relates to the United States Fire Administration's operational objective of responding appropriately in a timely manner to emerging issues, inasmuch as a trend may be discovered regarding the future of the volunteer/POC/part-time fire fighter.

#### **Literature Review**

A wealth of books and articles has been published explaining the volunteer/paid-on-call fire service, including topics such as: the history, recruitment and retention practices; methods of motivation; associated costs; services provided; how to manage

personnel; and the future of the volunteer/paid-on-call fire service. Additional resources explore the successes and possible pitfalls of departments making the conversion to a combination status. Much has been written regarding the most advantageous methods of ensuring adequate manpower by utilizing a mixture of volunteers, paid-on-call, paid-on-premise, part-time, and full-time employees or any combination thereof. However, little information seems to exist about the operation of a fully-paid department staffed specifically by a combination of full- and part-time employees. This type of operation seems to occur more often with private sector employers who utilize a combination of full- and part-time employees to operate their businesses in comparison to the normal fire service model. Because of this, the literature review component of this applied research project held some unique challenges.

#### *Union Stance*

To the non-fire service reader, the utilization of part-time and full-time employees in concert seems like a wise application of personnel and financial resources. Many fire departments employing this unique system of staffing have solicited neighboring departments for personnel who are trained and hold all appropriate certifications/licenses. Fire fighters who work a 24/48 schedule are often very open to part-time employment and to the opportunity of using their specialized skills for a neighboring community. However, the system seems to have some inherent flaws. Steeped in great tradition and inherently slow to change, the fire service has not embraced this alternative staffing option and has taken steps (justified or other) to block potential breakthroughs.

In a letter to the International Association of Fire Fighters Affiliate Presidents, General President Harold A. Schaitberger (personal communication, 9/20/02) avowed

that the union “will not represent or condone volunteer, part-time or paid-on-call fire fighters.” He goes on to say, “Although an IAFF member may make a personal choice to join a volunteer fire department, that personal choice is one that can have serious consequences under our constitution, including loss of IAFF membership (para. 12).” This position is critical when one considers the number of career fire fighters represented by the IAFF. In their website, listed under “organizing”, they state:

We are America’s First Responders: The International Association of Fire Fighters is the AFL-CIO affiliated labor union representing more than 267,000 professional fire fighters and emergency medical personnel in the United States and Canada. IAFF members protect more than 85 percent of the lives and property and are the largest providers of pre-hospital emergency medical care in the U.S.

In addition to city and county fire fighters and emergency medical personnel, the IAFF represents state employees (such as the California Forestry fire fighters), federal workers (such as fire fighters on military installations), and fire and emergency medical workers employed at certain industrial facilities ([www.iaff.org/build/org.html](http://www.iaff.org/build/org.html), 5/17/05).

Based on sheer membership numbers alone, the IAFF has the potential to control, or at least significantly impact, all fire service employment throughout the U.S. and Canada. As a labor organization, the IAFF is responsible for protecting and furthering the causes of career fire fighters; therefore, the union is compelled to take a position against part-time positions that circumvent the likelihood of additional career fire fighters being hired. In a memorandum to Presidents and Secretaries of all IAFF Canadian

Locals and Provincial Associations, Jim Lee (personal communication, 12/16/02),

Assistant to the General President, Canadian Operations writes:

Full-time fire fighters who also serve as volunteer fire fighters (called “two-hatters”) undermine the union’s ability to advocate fair working conditions and important health and safety protections for its membership.

Smaller municipalities that rely on full-time fire fighters from nearby cities to bolster their part-time forces risk having these fire fighters unavailable when they are needed most—for example, during an ice storm or other region-wide disaster—as these fire fighters’ primary duties rest with their full-time employer. The IAFF also asserts that reliance on “two-hatters” wrongly permits some growing municipalities to retain part-time forces, with slower response times and lower training requirements, when in reality they have the need for—and tax base to support—full-time forces (para. 7 and 8).

In addition, the IAFF has successfully lobbied lawmakers to support the cause of organized labor, thereby forcing municipalities into full-time departments. As an example, IAFF General President Schaitberger was listed for the second consecutive year by The Hill Newspaper as one of the “Top Interest-Group Lobbyists” on Capital Hill ([daily.iaff.org](http://daily.iaff.org), 5/17/05). No matter one’s personal feelings toward organized labor, it is apparent that the IAFF has great influence on employment practices in the fire service.

### *State Regulation*

Besides the influence of organized labor is the potential impact of state laws regarding industrial commissions or workers’ compensation regulations. As Michael J.

Ward (1/1/03), MIFireE, Fire Science Program Head, Northern Virginia Community College, writes:

Chiefs should also look at the impact of volunteering on occupational disability regulations. Some fire departments specifically prohibit their employees from working as part-time fire fighters or per diem paramedics because the second job may jeopardize the cancer, heart-lung or infectious disease presumptions written into the state industrial commission or worker's compensation regulations.

(para. 37)

Ward uses as an example the line of duty deaths of Brian Collins and Phillip Dean, full-time fire fighters for the Fort Worth (TX) Fire Department and members of the River Oaks Volunteer Fire Department (both killed while working for River Oaks).

Both responded to a Lake Worth, Texas, church fire in February 1999. The roof of the burning church collapsed, killing Collins, Dean, and Gary Sanders, a Samson Park Volunteer Fire Department member.

This tragedy worsened when the Fort Worth City retirement board ruled that neither Collins nor Dean were eligible for line-of-duty death benefits because they weren't working as city fire fighters when the roof collapsed. The difference worked out to \$1,600 a month per family. Neither the City of Lake Worth nor the City of River Oaks would assume the \$456,000 obligation to cover the line-of-duty benefits for Collins and Dean. (Ward, 2003, para. 33 & 34)

#### *Motivation of Volunteers and Part-Time Employees*

In addition to the impact from organized labor and labor laws, communities are seeing a steady decline in the number of people who are interested in serving as volunteer

or part-time fire fighters. Chief Stephen A. Olson (2000) of the Geneva Illinois Fire Department writes in his Executive Fire Officer Applied Research Project *Career Staffing Levels in Combination Fire Departments* that “the time commitment on the part of the POC candidate is significant and can discourage as many applicants as those that ultimately succeed and become POC fire fighters (p.10, para. 1). He goes on to quote from an ARP project completed by P.J. Kenny (1996) of the Hinsdale (IL) Fire Department which says:

Training requirements have changed the membership of a POC fire fighter from a social position with little responsibility to one mirroring that of a career fire fighter. External training requirements that do not differentiate between career and POC members can cause members to be unable or unwilling to commit the requisite amount of time to meet those conditions (p.18).

Chief James W. Nickels (2002) of the Brookville (OH) Fire Department writes in his applied research project *Determining the Time Available to Volunteer* submitted to the Ohio Fire Executive Program:

This increased demand for time happens at an unfortunate juncture in our history, as we see American workers spending progressively more time earning a living. Statistics seem to indicate that we spend more time at work than workers in most other industrialized nations do. Moreover, the two-income home is commonplace, cutting ever further into volunteers’ discretionary time (p. 4, para. 2)

Similar issues were noted in a memo addressed to Marc Hummel, Hanover Park (IL) Village Manager, prepared by the author of this ARP and Sandra Vincent Richard (personal communication, 2004), Director of Human Resources, regarding recruitment and retention problems with the Village's Fire Department (Appendix F). The findings detailed in the Hanover Park report concur with the information presented by Eric Ward (1999) in his article entitled "Understanding Volunteers 101". Ward states that fire service volunteers fall into three categories (para. 5):

- Good Neighbors
- Professionals
- Adrenaline Seekers

Hanover Park part-time fire fighters most closely resemble the "professionals." Ward describes this group based on their volunteerism within a department; however, it accurately describes why firefighters choose Hanover Park Fire Department as a part-time employer.

However, with this group of volunteers, professionalism is important. Many are former career fire fighters who've changed the source of their paycheck, but still want to be fire fighters. Others are working toward a job in the fire service and want to serve with a volunteer department to gain experience and training.

These volunteers often shop for a department to join. In areas with several nearby organizations, professionals are likely to evaluate potential departments for quality of equipment, professionalism of members and levels of training. They'll most likely join the department they perceive as most professional. It's not at all

uncommon for them to join departments in neighboring communities for this reason.

If there's a combination department nearby, they may be drawn to it if they're interested in pursuing a fire service career, because of the potential to eventually seek a paid position. It's also common for those who live in an area served by a career department to join a volunteer department in a suburb or rural area because the opportunity doesn't exist in their own communities.

These volunteers will seek any and all available training. They're likely to pursue certifications and specialized training, even when not required by their department and even when not particularly relevant. For example, they may take a class in farm rescue, even though they work in a suburban area with no agribusiness.

(para. 16-19).

Finally, David Powers (2003) of the South Ogden Fire Department (UT) writes in his ARP *Determining the Right Staffing Combination for South Ogden Fire Department* “that with part-time employees there are many associated costs. Many part-time employees move on to other employment, creating large turnover, therefore associated costs such as training and testing for replacement personnel must be examined.”

In summary, although most of the literary work reviewed does not specifically focus on part-time fire fighters under the strict definition used by Hanover Park Fire Department, the various sources do assist in painting a clear picture of the potential pitfalls and concerns associated with the employment of these personnel.

## Procedures

This ARP employed a review of Hanover Park Fire Department records to determine hours and days worked, salary/cost, training time/cost, and retention of part-time fire fighters. Hanover Park policies were also reviewed as they relate to recruitment, testing and hiring practices. A survey was sent to 163 departments who currently employ part-time fire fighters. Finally, a literature review was conducted to glean existing information regarding the use of part-time fire fighters. The result of this research will assist in determining the future methods of staffing for the Hanover Park Fire Department.

### *Definition of Terms*

To assure understanding as it applies to this research project, the following definition of terms is used:

Fiscal Year: Budgeted expenditures, both operational and capital for a 12-month period which has been approved by the agency's governing body.

Volunteer Fire fighter: A fire fighter or fire officer who receives no compensation for the services they provide to their respective agencies.

Paid-on-call Fire fighter: A fire fighter or fire officer who receives a stipend for responding to calls or for providing services to their agency.

Paid-on-Premise Fire fighter: A fire fighter or fire officer who signs up to work a specific time period in which they are required to be at the fire station and available for calls and may receive an hourly wage or a set dollar amount for the assigned shift.

Part-time Fire fighter: A fire fighter or fire officer normally working less than full-time hours, without being paid the benefits associated with a full-time position as provided by

the employing agency. These employees, due to their permanent status, may be eligible to collectively bargain with their employer for hours worked and working conditions.

Full-time Fire fighter: A fire fighter or fire officer working in excess of 37.5 hours per week and provided employer benefits which include but are not limited to pension, health insurance, and paid sick leave. These employees may or may not be part of a collective bargaining organization but will meet the definition of professional fire fighter as outlined by the International Association of Fire Fighters.

Volunteer Fire Department: A department in which all fire fighters and fire officers are either volunteer or paid-on-call.

Combination Fire Department: A department that utilizes a combination of full-time employees and volunteers, paid-on-call, or paid-on-premise employees.

Career Fire Department: A department that utilizes all full-time employees or a combination of full- and part-time employees.

Annual Leave Time: Time granted to a full-time employee that can be used at their discretion (or with limited managerial control) in which they are not responsible to be at work but are compensated as if they were working, commonly called vacation days or vacation leave.

Kelly Day: A period of hours or work days in which the employee is released from duty to minimize the number of hours worked in a 28 day period or collectively bargained FLSA cycle.

Sick Leave: Time granted to a full-time employee that can be used as necessary to recover from illness or injury.

Training Leave: Time granted an employee to be absent from their normal work assignment to attend training outside the department. All hours spent in class are considered time worked.

Fire Protection District: A governmental entity with statutory authority to levy taxes for the provision of fire and ambulance services as well as create and operate an emergency services department to provide these services or to contract the provision of services to a dually-authorized emergency organization.

Fire Department: An emergency services department owned and operated as part of a municipality or county government and funded from governmental revenue, which may or may not be limited to taxes specifically levied for fire and ambulance services.

#### *Study of Part-Time Hours Worked*

As part of the analysis of the successfulness of the part-time fire fighter program at Hanover Park Fire Department, an understanding of the hours actually being covered by part-time personnel was required. This study of information by the author was started prior to this ARP and continued for use in this project. The components that were evaluated (with the full data shown in Appendix D) was a tracking of the number of hours covered by part-time fire fighters as it relates to approved annual leave, training leave, sick leave, and the 9<sup>th</sup>, 10<sup>th</sup> and 11<sup>th</sup> shift positions. The study tracked hours based on calendar date and shift hours worked (first 12: 0700-1900 hours or second 12: 1900-0700 hours). Part-time employees are scheduled on 12-hour shifts but are allowed to link these shifts together for a maximum of 72 consecutive hours. Also noted in this study is the number of overtime hours paid to full-time employees for covering a block of time that part-time fire fighters were unavailable. This information was collected every two

weeks as part of the Village of Hanover Park's payroll and was obtained from a combination of employee timesheets and daily logs completed by the on-duty shift commander (title changed to Battalion Chief in July 2005).

A similar study continued after the December 26, 2004, addition of 3 more full-time fire fighters to see how the additions affected overall departmental staffing. The full data for this study is shown in Appendix E. In addition, full-time overtime for the specific purpose of shift coverage was calculated for Fiscal Year 2003-2004 and 2004-2005 and visually displayed in a comparison bar graph by pay period (Appendix G).

#### *Cost Analysis of using Part-Time*

The second component of study (actual numbers provided to the Hanover Park Village Board to assist in making staffing decisions) is a cost analysis developed by the author and Sandra Vincent Richard, Director of Human Resources (Appendix H).

Table H1 is a summary of the costs of varying levels of staffing compared to the approved Fiscal Year 2005-2006 budget. These costs were arrived at by compiling the following information:

- Total hours of coverage needed
- Total potential shortage / (surplus hours) in coverage
- Projected annual cost for part-time coverage
- Projected annual Fiscal Year 2005-2006 overtime costs / (savings)
- Total Fiscal Year budget for wages and overtime
- Potential budget (shortfall) / surplus for shift coverage

Separate tables chart this information for each level of staffing:

- Minimum of 9 on shift (Table H2)

- Minimum of 9 using “11 Flex 9” program (Table H3)
- Minimum of 10 on shift (Table H4)
- Minimum of 11 on Shift (Table H5)

The third component looked at the actual cost of hiring a part-time fire fighter versus a full-time fire fighter. The study (Appendix I) denotes both the direct and indirect cost per person taking into account the savings that is realized by testing/hiring more than one fire fighter per testing cycle. It also shows the direct cost of background and medical testing for all new employees.

#### *Retention and Recruitment of Part-Time*

The fourth component looked at the retention, recruitment and hiring practices of part-time Hanover Park fire fighters. Appendix J lists the part-time fire fighters that were employed at the time the District’s employment records were transferred to the Village (July 2000). The list details their individual employment dates as well as their tenure.

Also denoted on the list are those employees who began their service with Hanover Park as part-time fire fighters and were subsequently hired to fill full-time positions.

Employee turnover by year is as follows:

**Table 3—Turnover Ratio**

<b>Turnover Ratio</b>	
2001	7.6%
2002	19%
2003	23%
2004	19%
2005	61%

In addition the Village Board reviewed the current recruitment and hiring practices being employed. Part-time fire fighter candidates are required to complete the

same written exam, physical ability test, and interview process required of full-time candidates. Those who successfully pass these three components with a minimum cumulative score of 70% are sent for an integrity interview with a Hanover Park police detective, and a comprehensive background check is completed which includes a criminal history, driving record, and credit report. If the background check is satisfactory, the candidate is placed on an eligibility list. As openings occur, conditional offers of employment are made subject to passing a polygraph, psychological exam, comprehensive medical exam, and a drug screening. Once an employee is hired, they are required to obtain their Fire Fighter II certification through the Illinois Office of the State Fire Marshal as well as their Emergency Medical Technician–Basic through the Illinois Department of Public Health. Having these certifications prior to employment earns preference points during the testing process. Finally, prior to working shift, all new employees must complete the in-house, 109-hour “Rookie School” which specifically teaches Hanover Park standard operating procedures, general orders, target hazards, etc. Once assigned to a shift, they participate in the Field Training Officer Program during their 12-month probationary period.

Some members of the Village Board believe this process is far too extensive for a part-time employee and feel that a candidate who passes an interview with the fire chief should be employable. However, others are leery about reducing the standard due to past employee problems, one as serious as child molestation and rape by an employee who used his position to gain favor with a mentally-handicapped girl’s family, whereby he ultimately molested and raped her repeatedly over a period of months. Although the

employee was terminated and is now serving prison time, he was hired prior to the strict background testing.

### *Survey*

Finally, a survey addressed to chief executive officers (i.e. fire chiefs, fire commissioners, etc.) was sent by U.S. mail to 163 departments utilizing part-time fire fighters. Departments (Appendix K) were selected based on conversations with Hanover Park personnel, neighboring fire chiefs, and Chief David B. Fulmer, MPA, EFO, CFO, of the Miami Township (OH) Fire Department. Additional departments were chosen from the Chicago Metro Fire Chief's Membership listings and the *National Directory of Fire Chiefs and EMS Administrators* (2004, 13 Edition) based on their use of both full- and part-time fire fighters.

The surveys contained a cover letter (Appendix L) explaining that it was part of an ARP for the EFO program and expounding on Hanover Park's utilization of part-time employees. I requested participants to provide insight into their own programs by answering the attached questions, encouraging them to provide additional helpful information about the strengths and weaknesses of their own programs. Surveys were mailed with a self-addressed, stamped envelope for ease of return. Of the 163 sent out, 100 were returned or 61%. (Survey attached as Appendix M). Of those returned, approximately 20 provided additional information: personal notes, copies of department records, strategic planning documents, research/consultants reports, and past ARP papers on similar topics.

The survey was used to obtain information in the following broad categories:

- How do other fire departments utilize part-time fire fighters?

- What recruitment techniques do other fire departments use to obtain part-time fire fighters?
- What is the retention rate of part-time fire fighters in other departments?

What are the long-term plans for continued usage of part-time personnel by other fire departments?

**Results**

**1. What hours are actually being filled by part-time fire fighters within Hanover Park in comparison to the available hours?**

Based on the most recent measurable statistics which incorporate the new full-time fire fighter/paramedic hires on December 26, 2004, (125 days or approximately 1/3 of a year) the numbers are as follows:

**Table 4—Filling Part-Time Hours**

	<u>Sick Leave</u>	<u>Annual Leave for training</u>	<u>Annual Leave</u>	<u>11<sup>th</sup> Shift Position</u>	<u>10<sup>th</sup> Shift Position</u>	<u>9<sup>th</sup> Shift Position</u>	<u>Totals</u>
<b>Hours to be filled</b>	2,226	144	2,905	3,024	3,024	3,024	14,347
<b>Hours filled by part-time</b>	2,010	144	2,617	564	1,258	2,295	8,888
<b>Hours filled by full-time on overtime</b>	216	0	288		24	729	753
<b>Unfilled hours</b>				2,460 *forced short staffing	1,766 √forced short staffing		4,226

\* Short staffing = 2 person engine company instead of 3

√ Short staffing = Second ambulance taken out of service

Total calculated hours show that the part-time fire fighters were needed to fill 14,347 hours, of which they covered 8,888 or 62% (Appendix E).

**2. How does Hanover Park recruit part-time fire fighters?**

Advertisements are listed in area newspapers and on employment websites as well as the Village's website. Additional advertising is published by DuPage Community College, who manages all employment testing. These practices typically yield around 40-50 applicants, with 3-6 actually becoming employed.

**3. What is the retention rate of these fire fighters?**

In a review of the Village of Hanover Park payroll since the merger of the fire protection district into the municipal body, 59 part-time employees have been compensated for hours worked. Each fire fighter's service was tracked based on the number of months they were employed, revealing that the average Hanover Park part-time fire fighter remains employed with the Village for 44.95 months or 3.7 years. It was also noted that 8 part-time fire fighters, over the course of the last five years, have been promoted to full-time status with the Village (Appendix J).

**4. How do other fire departments utilize part-time personnel?**

Of the departments who responded to the survey, the vast majority utilize their part-time personnel to fill shifts similarly to Hanover Park. Respondents were asked to provide the number of 24-hour positions filled with part-time fire fighters. Although the numbers varied, as did the actual scheduling of shifts, the average response was 4 personnel per day (Table N1).

The survey also asked if part-time fire fighters were allowed to fill in for full-time fire fighter vacancies. Of those who responded, 32 said "yes" and 45 said "no." Of the 45 "no" responses, 35 were Illinois departments, with only 10 Ohio departments reporting that they did not use part-timers to cover full-time vacancies (Table N1).

It also appears that no correlation can be made between how part-time fire fighters are used and community population, insomuch as both large and small communities used part-time personnel for shift coverage and/or to fill in for full-time fire fighters on approved leave (Table N1).

**5. What recruitment techniques do other fire departments use to obtain part-time personnel?**

No department surveyed indicated that they use only one type of recruitment technique; however, the most popular response from those surveyed (51%) said that they use “word of mouth” as their primary recruitment tool (Table N2). Nine departments indicated that they provide an incentive to employees who recruit part-time applicants who are tested and subsequently appointed to the department. Incentives ranged from cash rewards to gift certificates, to family outings, and departmental service awards.

In addition, 31% of the respondents answered that they place ads in newspapers and/or employment, department, or community websites. One respondent suggested that the first place potential employees’ check after becoming aware of employment opportunities is the organization’s website. (It was also suggested that web-based information be presented in a manner that peaks interest in becoming an employee of the department, enticing them to check out the available positions.)

Other recruitment techniques listed were: postings through community colleges that provide EMT and fire fighter training, job fairs, and flyers to other departments. Two departments indicated that they recruit using a local governmental alliance that serves a number of area departments who all are looking for part-time employees. One department recruited primarily through an active Boy Scouts of America Explorer Post they sponsored (Table N2).

#### **6. What is the retention rate of part-time fire fighters in other departments?**

Part-time retention varies among respondents from as high as 20 years to as low as 1.5 years (Table N3). However, the average is 5.85 years of service. Included were a variety of comments from respondents:

- “Poor work ethic of new employees.”
- “Program is no longer dependable.”
- “High turnover, training ground for other departments.”
- “Retention problems: 45 positions authorized, only 19 filled.”
- “We spend a large amount of time training personnel for an average tenure of 6-12 months.”
- “High turnover and undependable personnel pool.”
- “Following the unionization of our full-timers, the part-time pool dramatically reduced.”
- “Had to reduce from 12 to 6 shifts covered per day with part-time due to declining numbers.”
- “Unable to cover shifts with part-time, therefore we only use them to increase staffing on apparatus when available.”

- “These guys use the part-time positions as stepping stones to full-time employment.”
- “Part-time pool is drying up.”
- “We have become a teaching institute for other departments.”

**7. What are the long-term plans for continued usage of part-time personnel by other fire departments?**

Overwhelmingly, departments are planning to continue their existing part-time program (in some fashion) for the foreseeable future (Table N1). More specifically, many respondents indicated that, based on their community’s economic condition, continuation of a part-time program is their only option. However, 22% reported that their long-term plans are to begin decreasing their dependence on part-time personnel by actively replacing them with full-time fire fighters. Three percent of the respondents indicated that they are hiring part-time employees into the department with a direct path to full-time employment and/or giving preference points to part-time employees testing for full-time positions (Table N1).

Seven percent of the departments plan to expand their part-time program by creating new staff positions and by increasing the number of shift positions filled each day by part-timers (Table N1). Because of the economics of staffing, one department will be merging several area fire departments to provide coverage to a larger geographic area while sharing personnel, resources, and costs. By reducing the duplication of services between agencies, they hope to funnel more money to fund street-level fire fighters.

## 8. What are available staffing options?

It appears Hanover Park Fire Department is handling staffing similarly to many other departments. However, other options are also being used by surveyed departments which may be viable for Hanover Park (Appendix N1).

- Continue to schedule part-time employees to fill shift positions as they relate to required company staffing positions.
- Schedule part-time personnel to increase company-level staffing with minimum staffing covered by full-time personnel.
- Vary part-time hours of work from 12-hour shifts to 8-hour shifts.
- Evaluate consolidation of services between neighboring departments.
- Begin phasing out the part-time program, no longer hiring new part-time fire fighters and allowing those currently employed to attrition out.
- Discontinue usage of part-time personnel and replace with full time.

### **Discussion**

#### *Relationship between Study Results and Literature*

The literature review generated answers to many of the questions as to why the part-time program at Hanover Park seems to be failing. First, part-time personnel immediately resign their positions once they are hired full-time for other departments. Based on the letter to the IAFF Affiliate Presidents from General President Harold A. Schaitberger (personal communication, September 20, 2002), one can hypothesize that the bargaining unit of the department to which the part-time firefighter is moving prohibits his membership in both the union and another part-time fire department. These

employees are new, do not want to create controversy, and feel pressured to comply with their union representation because of its bargaining power. In Illinois, most collective bargaining groups include a “fair share” clause in their contracts, forcing employees to pay union dues whether they choose to join the union or not. Therefore, a new employee has little choice other than to do what they are told.

Similar to the union’s prohibition is the fact that working part-time is discouraged by other fire service employers. As seen with the line of duty deaths of Fire fighters Brian Collins and Phillip Dean of the Fort Worth Fire Department, working part-time as River Oaks Firefighters, employers are reluctant to pay benefits for employees injured or killed off-duty. Many employers have taken the position that an employee working as a fire fighter off-duty who is injured while serving another department places an unnecessary hardship on the full-time employer in the use of sick leave and health care benefits. Since they are the employee’s primary employer, they believe they have the right to control off-duty employment, specifically prohibiting firefighting. Many collective bargaining agreements have clauses related to off-duty employment and require employer permission prior to accepting a position.

The Hanover Park Village Board questions why we are unable to get volunteer firefighters to supplement the career staff. The literature reflects that volunteerism in general is on the decline as well as the number of people interested in serving on a volunteer fire department. The Village of Hanover Park also has difficulty recruiting residents to volunteer for committee work within the village or simply for one time events. Repeated attempts to form a chamber of commerce have failed in this town of 40,000 people because business leaders don’t want to volunteer their time. The fire

department adds training requirements and responds to a growing call volume of emergency services, so it is easy to see why a volunteer department is not sustainable within Hanover Park.

Finally, as referenced by David Powers of the South Ogden (UT) Fire Department (2003), part-time employees move to other employment which creates turnover, costs associated with replacement of these personnel, as well as loss of investment in departing employees. Anytime an employee moves on, a department loses experience; investments in training, equipment, uniforms; and knowledge of the community. Employers with high employee turnover are generally viewed as problematic but, in most cases, are diligently seeking a remedy. It appears that part-time employees are going to cause a revolving door effect, and minimizing this turnover may be extremely difficult or impossible.

#### *Interpretation of Results*

Based on information obtained through the internal audit of Hanover Park's part-time program, as well as the literature review and the outside survey, much information has been obtained. It is easy to conclude that our current system has some major problems.

First and foremost, the cost of full-time overtime to fill part-time positions is astronomically high and simply a symptom of a much larger systemic problem. Why are the part time personnel not filling their available shifts? Based on the number of hours required, the number of available part-time personnel, and the average number of hours they are working, we simply do not have enough part-time firefighters. The "11 flex 9" program was instituted out of a necessity to reduce overtime costs and to

reduce the number of hours a full-time employee is required to work. Although this program has been marginally successful, it has carried a high price in safety and operational efficiency.

Additionally, low wages may play a part in the poor candidate pool for part-time fire fighters. As agreed upon in the SEIU Collective Bargaining Agreement, fire fighters are paid as follows:

**Table 5—SEIU Wage Schedule**

Fiscal Year	May 1, 2002	May 1, 2003	May 1, 2004	May 1, 2005
Probationary Firefighter	\$7.80	\$8.11	\$8.43	\$8.75
Firefighter II/EMT-B	\$9.50	\$10.50	\$11.00	\$11.50
After 5 years		\$11.00	\$11.50	\$12.00
Firefighter II/EMT-P	\$10.00	\$11.00	\$11.50	\$12.00
After 5 years		\$11.50	\$12.00	\$12.50

Hourly wages identified in the ARP survey show average starting salaries at \$10.31 an hour or 21.3 % above the starting rate in Hanover Park (Table N1).

This paper has focused primarily on part-time personnel; however, a huge burden is also carried by the full-timers who are working far beyond their 2,740 hours annually. We have had several occasions where full-timers have worked in excess of 60 consecutive hours to fill required openings that part-timers were unable to fill. Shutting equipment down or reducing safe staffing levels due to a lack of available personnel is not the appropriate fix and needs to be abandoned as soon as possible.

This abandonment, however, carries a huge price tax. Using current employees to staff at 11 personnel 24 hours a day, seven days a week, would cost an additional \$524,640 more than is currently budgeted for salaries--\$1,943,024 (Table H1). Overtime

costs paid to full-time personnel covering part-time vacancies would account for \$657,296 or 34% (Table H1).

Second, part-time employee turnover at Hanover Park is extremely high. The cost to test, train and equip personnel who stay less than 3.5 years is not cost effective. Is it really cheaper to hire part-time firefighters than full-time? Based on the information discovered and provided in this report, it is significantly less expensive to recruit and train one full-time 24-hour position minus salaries and benefits over a twenty-year career (\$15,333) than to recruit and train 5+ part-time fire fighters—with an average tenure of 3.5 years--to fill that same twenty-year time period (\$98,262--Appendix I). Filling Hanover Park's 33 open part-time positions, the cost escalates to more than 3.2 million dollars. Simply looking at the upfront cost difference between full- and part-time employees, it is easy to falsely conclude that part-time is cheaper; but to accurately see the real costs, both direct and in-direct costs should be considered as well as the long-term cost of repeated hiring (Appendix I).

This is not to say, however, the part-time program is completely without merit and should be abandoned immediately. Based on the information gleaned through the research for this ARP, the author believes that the recruitment, hiring practices and retention need to be examined to determine if they can be improved. Information obtained specifically through the survey will prove valuable in beginning the process of looking at this situation. In addition, Hanover Park has a handful of part-time employees with lengthy tenures who are committed and very valuable. Even if Hanover Park elects to abandon the part-time program, the existing part-timers need to be allowed to attrition out and not be indiscriminately removed from the roster.

*Implications for the Organization*

The implication of the failure of the part-time program is great. Levels of service are effected, costs for repeated recruitment and training of personnel is excessive, and the time required to manage this very labor intensive program forces other services or programs to be reduced or ignored.

A great burden befalls full-time employees when part-time firefighters are unavailable. Whether voluntary or mandatory, working additional hours creates hardships on both the full-time employee and his/her family. Most of the mandatory shifts occur on holidays when part-time employees refuse to bid for them. We frequently require full-time employees to work both Christmas Eve and Christmas Day simply due to the lack of staffing. This causes turnover in full-time staff, especially those who are early in their careers and have small children and can go to other departments who don't experience these problems.

Finally, if the part-time program is discontinued, a minimum of 15 personnel must be assigned to each shift. These 15 would provide staffing of 11 (24 hours/day, 7 days/week), including leave time, Kelly days, leave for scheduled training and average sick time usage. To achieve a minimum of 15 per shift, Hanover Park must hire 15 additional full-time fire fighter/paramedics. Calculating in the recently approved IAFF collective bargaining agreement (Appendix O– Wage Schedule), the cost increase will be in excess of One Million dollars by 2009.

**Recommendations**

To address the problems associated with the use of part-time firefighters by the Hanover Park Fire Department, and as determined by the results of this study, the

following recommendations are made:

1. The Village of Hanover Park Board of Trustees and Staff, in cooperation with fire department leadership, should meet in a retreat-like format to complete a SWOT (strengths, weaknesses, opportunities, threats) analysis of the department as it relates to the needs of the community. During this meeting, the board could be presented with findings from this ARP. We could review our recruitment / hiring practices, and staffing options.
2. Develop a long range strategic plan for the department that will allow the addition of 9 full-time fire fighters/paramedics (by May 2008). These new fire fighters will be assigned to 24-hour shifts and increase each platoon to a strength level of 13. Once this occurs, the department can convert to a “13 flex 11” staffing level, allowing companies to be staffed as follows (as a special note: an average of two part-time personnel will still be required along with the full-time each 24-hour shift to complete this staffing level):
  - 2 – Engines with 3 personnel
  - 2 – Ambulances with 2 personnel
  - 1 – Battalion Chief
  - When all 13 personnel are available due to light absences, 2 personnel will be assigned to the Truck, eliminating the “jump” system from Ambulance #1.
3. Village Staff along with fire department leadership should evaluate and review the entire part-time program including:
  - What entices someone to work as a part-time firefighter, and what do they consider motivating factors for long-term employment?

- What is the best method for scheduling part-time personnel? Consult with our current part-time firefighters and SEIU Local 73.
  - Can we increase part-time salaries and benefits? (Prepare for SEIU negotiations beginning in April 2006.)
  - Can we develop a department recruitment team and begin reaching out to community colleges, area fire department explorer programs, job fairs, and community civic organizations?
  - Can we initiate an incentive program for departmental personnel who sponsor an applicant who successfully passes all testing requirements and is hired as a part-time firefighter? This incentive program could be two-fold: first, a reward is given upon hiring to the member and second, subsequent awards for each year this new member continues to serve the department. Rewards may or may not be financial in nature, but need to be of value to the department members to encourage them to recruit quality applicants with long-term employment plans.
4. The Village of Hanover Park can increase revenue by raising its home rule sales tax, which was instituted to pay specifically for public safety, to 1% which will generate an estimated \$1,635,400 annually (\$817,700 more than currently collected from the rate of .50%). By using this taxing option, generalized property tax is unaffected and all increased funding comes from sales tax generated by the village's new TIF Districts (Tax Increment Financing) which are currently serving to revitalize blighted areas of Hanover Park. These funds can be used to hire additional personnel.

5. In the event efforts fail to revitalize the part-time program, the Village needs to be ready to convert to a 100% full-time department and to hire additional fire fighter/paramedics to bring total shift staffing to 15.

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**Appendix A—Overtime Spending**

Table A1

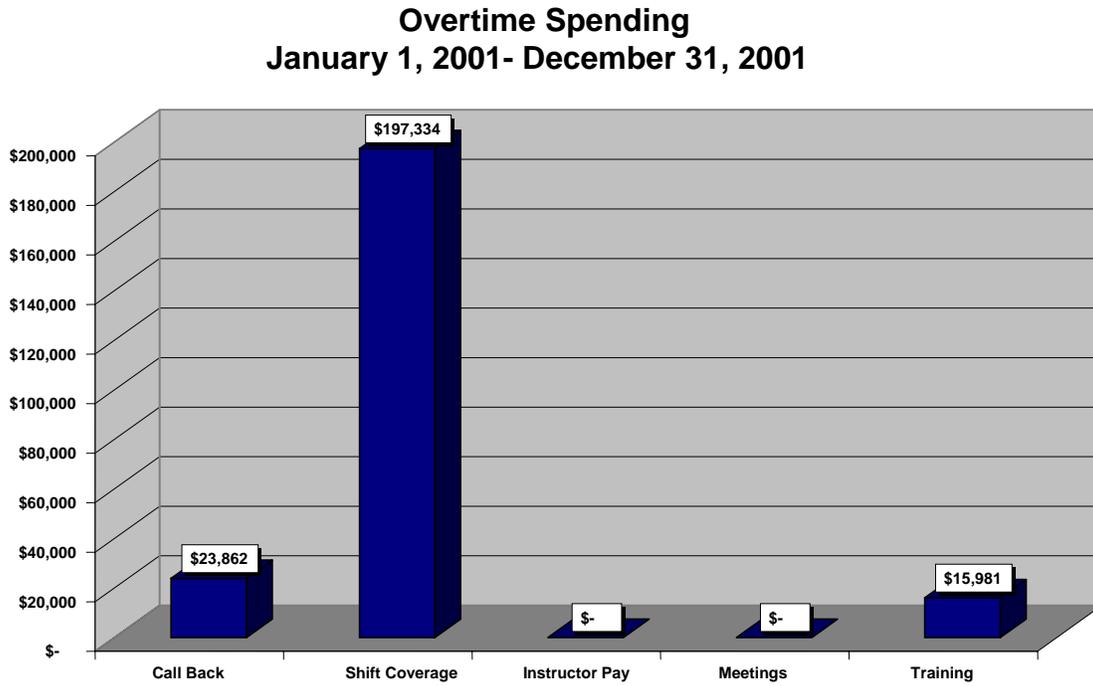
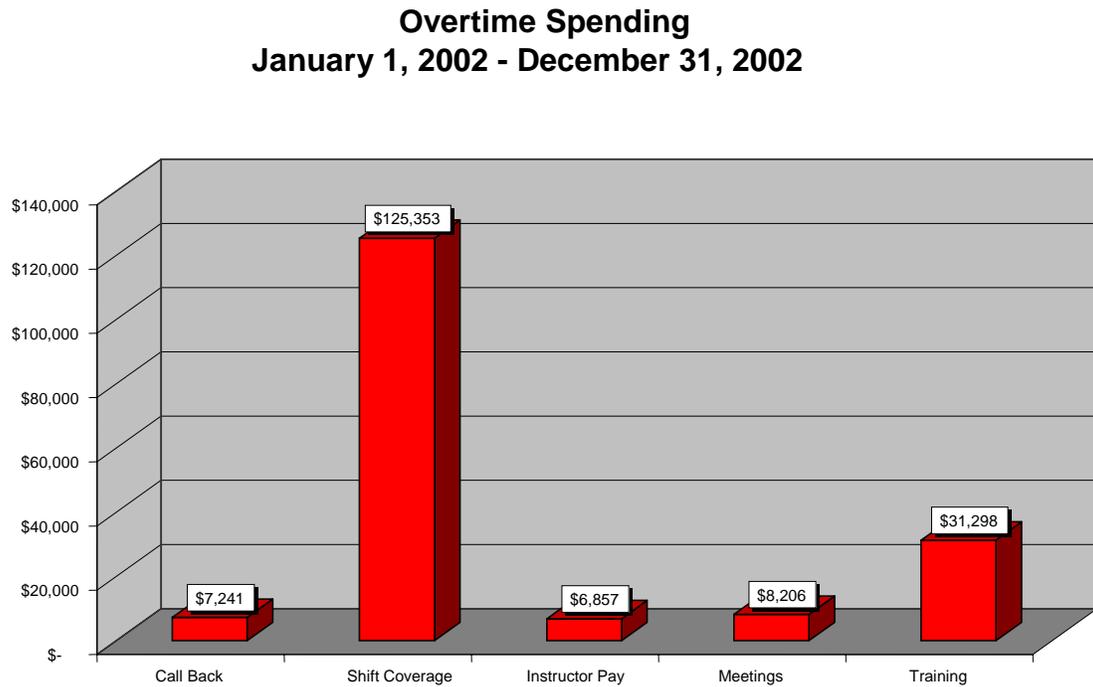


Table A2

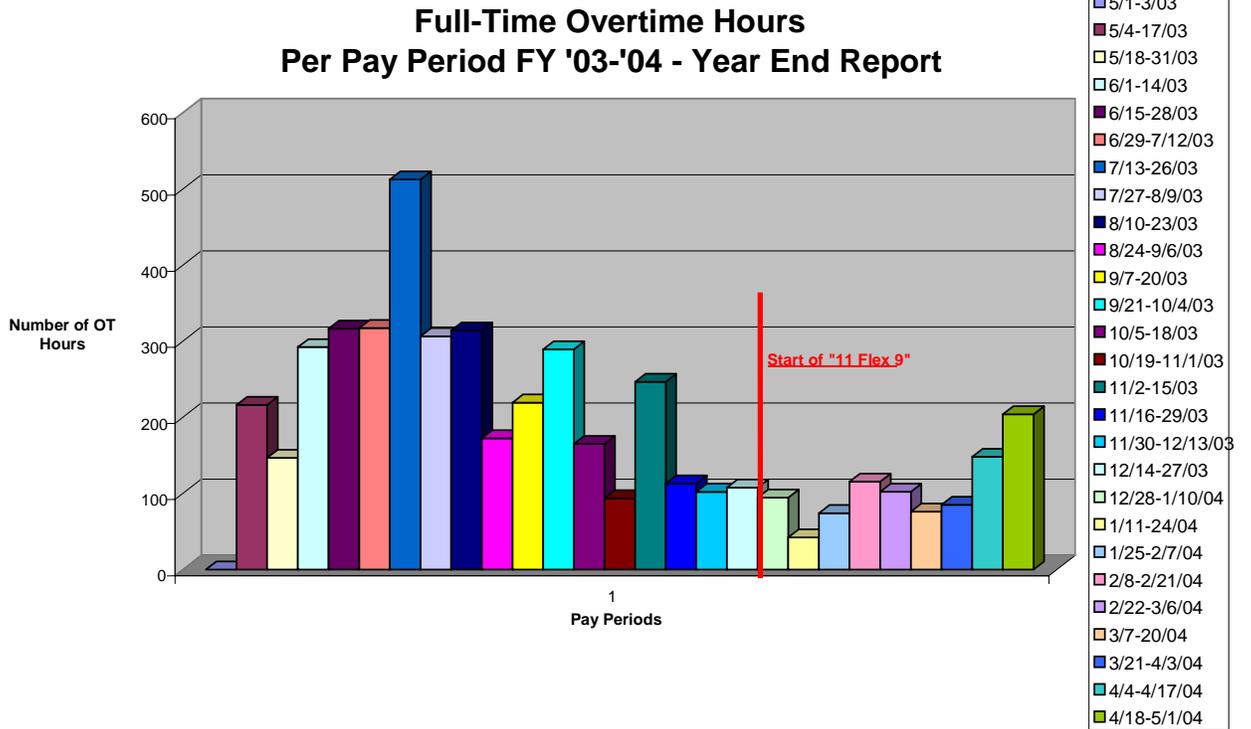


**Appendix B—Hours Worked by Part-Time Employees**

<b>Hours worked by Part-time Employees for 12 month period</b>		
Welnowski, Anthony E.	2,957.50	9.8%
Edwards, Scott J.	2,269.25	7.6%
Montalbano, Marc A.	2,152.50	7.2%
Weinhandl, Roger A.	2,023.50	6.7%
Weinhandl, Ralph A.	1,566.50	5.2%
Troiani, Michael D.	1,544.50	5.1%
Sode, David A.	1,396.50	4.6%
Scipione, Richard	1,354.00	4.5%
Bober, Matthew M.	1,250.50	4.2%
Pearce, Bryan M.	1,223.00	4.1%
Rossberg, Nicholas D.	1,122.25	3.7%
Krasowski, Mitchell P.	1,097.00	3.7%
Kenik, David M.	1,046.50	3.5%
Hernandez, Jesus	1,044.50	3.5%
Anselmo, Larry S.	1,018.00	3.4%
Kofink, John C.	1,017.00	3.4%
Fuscione, Michael A.	964.25	3.2%
Hoffman, Brian	842.50	2.8%
Romano, Andrew C.	763.75	2.5%
McKinley, Dan R	756.00	2.5%
Render, Brian	553.00	1.8%
Pileggi, Dominic	450.00	1.5%
Ordinario, Isidore P.	296.00	1.0%
Higgins, Theodore D.	281.00	0.9%
Peterson, John J.	263.00	0.9%
Gonzalez, Steven	258.00	0.9%
Johnson, Christopher M.	216.00	0.7%
Stallings, John E.	183.00	0.6%
Watkins, Diana Y.	104.25	0.3%
Gilleran, Ryan C.	36.00	0.1%
	<b>30,049.75</b>	<b>100.0%</b>
<b>Full Time is 2,740.00 hours</b>		

Denotes employees who have left organization within last 12-months
--

Appendix C—Full-Time Overtime Hours





FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
	12		12							24	
1/11/04	12		12								
	12		12		12						
1/12/04	12		12		12						
	12		12		12						
1/13/04	12		12		12						
	12		12		12						
1/14/04	12		12		12						
	12		12		12						
1/15/04	12		12		12						
	12		12		12						
1/16/04	12		12		12						
	12		12		12						
1/17/04	12		12		12						
	12		12		12						
1/18/04	12		12			24				12	
		12				24				12	
1/19/04	12		12			24					
	12		12		12	36					
1/20/04	12		12		12						
	12		12		12						
1/21/04	12		12		12	24				12	
	12		12			24				12	
1/22/04	12		12		12	12					
	12		12		12	12					
1/23/04	12		12		3					12	
	12		12		12					12	
1/24/04	12		12			12				12	
	12					12				12	
1/25/04	12		12			24					
	12			12		24					
1/26/04	12		12			12					
	12		12		12	12					
1/27/04	12		12		12	12				12	
	12		12		12	12				12	
1/28/04	12		12			12				12	
	12			12		12				12	
1/29/04	12		10			24					
	12		12			24					
1/30/04	12		12		12	24				12	
	12		12		12	24				12	
1/31/04	12		12			24					
	12		12		12	24					

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
2/1/04	12					12					
		12				12					
2/2/04	12		11			24					
	12		12		12	24					
2/3/04	12					24				12	
	12					24				12	
2/4/04	12		10			12				12	
	12		12			12				12	
2/5/04	12		12		12	24					
	12		12		12	24					
2/6/04		12				42					
	12		12		12	42					
2/7/04	12		12		12	12					
	12		12		12	12					
2/8/04		12				24				12	
		12	11			24				12	
2/9/04	12		12			12				12	
	12		12		11	12				12	
2/10/04	12		12		12	12					
	12		12		12	12					
2/11/04	12		12		12	12					
	12		12		12	12					
2/12/04	12		12								
	12		12								
2/13/04	12		12		8	24					
	12		12		11	24					
2/14/04	12		12		12	12					
	12		12		12	12					
2/15/04	12	12		12		24	12				
		12		12		24	12				
2/16/04	12		12		12	12					
	12		12		12	12					
2/17/04	12		12		12					12	
	12		12		12					12	
2/18/04	12		12		11					12	
	12		12		12					12	
2/19/04	12		6			24					
	12		12		12	24					
2/20/04	12		12		12	12		12			
	12					12					
2/21/04	12					12				12	
	12		12			12				12	
2/22/04	12					24					

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
		12		12		24					
2/23/04	12		12		12					12	
	12		12		12					12	
2/24/04	12		12		12					12	
	12		12							12	
2/25/04	12		12		12	12		12			
	12		12			12					
2/26/04	12		12		12					12	
	12		8.5							12	
2/27/04	12		12							24	
	12		12		12					24	
2/28/04	12		12			12					
	12		12			12					
2/29/04		12				24				12	
	12					24				12	
3/1/04	12		12		12	24				15	
		12	12		12	12				24	
3/2/04	12		12		12						
	12		12		12						
3/3/04	12		12		12						
	12		12		12						
3/4/04	12		10			24				12	
	12		10			12				12	
3/5/04	12		12		5						
	12		12		12						
3/6/04	12		12		12	12					
	12		12			12					
3/7/04	12		12		12					12	
		12								12	
3/8/04	12		12		12						
	12		12		12						
3/9/04	12		12		12	12					
	12		12		12	12					
3/10/04	12		5							24	
	12		12		12					24	
3/11/04	12		12		12						
	12		12								
3/12/04	12		12		12	12					
	12		12		12	12					
3/13/04	12		12			24				12	
	12					24				12	
3/14/04	12					24					
		12				24					

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
3/15/04	12		12			12					
	12		12		12	12					
3/16/04	12		12		2	12				36	
	12		12		12	12				36	
3/17/04	12		12		12	24					
	12		12			24					
3/18/04	12		12		10.5					24	
	12		12		12					24	
3/19/04	12		12		12					24	
	12		12		12					12	
3/20/04		12				12		12			
	12					12		12			
3/21/04	12		7			12					
	12		12		12	12					
3/22/04	12					24				12	
	12					24				12	
3/23/04	12		12		8	12		12			
	12		12			12		12			
3/24/04	12		12			12				12	
	12		12			12				12	
3/25/04	12					12				24	
	12		12			12				24	
3/26/04	12					24		12			
		12	12			24		12			
3/27/04	12		12		12						
	12		12		12						
3/28/04	12					12				12	
	12		12			12				12	
3/29/04	12		12		10	24		12			
	12		12		12	24					
3/30/04	12		12			12					
	12		12		12	12					
3/31/04		12				12				24	
		12				12				24	
4/1/04	12		10			24				12	
	12		12			24				12	
4/2/04	12		12		12	12					
	12		12			12					
4/3/04	12		12			12				24	
	12		12			12				24	
4/4/04	12		12			24					
		12					24				
4/5/04	12							12			

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
	12		12					12			
4/6/04	12					12		12		12	
	12		12			12		12		12	
4/7/04	12					12					
	12		12		12	12					
4/8/04	12		10			12		12			
	12		9			12		12			
4/9/04		12	0.5			12		12		12	
		12	12		12	12		12		12	
4/10/04	12		12		12	12					
	12		12			12					
4/11/04	12							12			
	12		12		12			12			
4/12/04	10	2				12				12	
			12			12				12	
4/13/04	12		12		12	12					
	12		12		12	12					
4/14/04	12		12		11			12			
	12							12			
4/15/04	12		10					12		12	
	12							12		12	
4/16/04	12		12								
	12		12		12						
4/17/04	12		12		12	12					
	12		12			12					
4/18/04	12		12							12	
	12									12	
4/19/04	12		12					12			
	12		12		12			12			
4/20/04	12		12		12	12					
	12		12		11	12					
4/21/04	12									24	
	12									24	
4/22/04	12							12			
	12							12			
4/23/04	12		12		12	12					
	12		12			12					
4/24/04	12		12			12		12		12	
	12		12			12		12		12	
4/25/04		12	5			12					
		12	12			12					
4/26/04	12		1		1	12		12			
	12		12		12	12		12			

FD Staffing Levels										
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick
4/27/04		12				12		36		12
		12				12		36		12
4/28/04	12		12			12				
	12		12		12	12				
4/29/04	12		10			12		12		
	12		9.25			12		12		
4/30/04		12				24		24		12
		12				24		24		12
5/1/04	12					12				
	12		12			12				
5/2/04		12		12		24		24		12
		12		12		24		24		12
5/3/04		12				24		12		24
		12				24			12	21.5
5/4/04	12					24				
	12		12		12	24				
5/5/04		12				24		24		
		12				24		24		
5/6/04		12				24		12		12
		12				24		12		12
5/7/04	12		12							
	12		12		12					
5/8/04	12		12		12					
	12		12							
5/9/04		12								
		12								
5/10/04	12		12			12				
	12		12			12				
5/11/04	12		12			12		12		
	12		12			12		12		
5/12/04	12		12		12	12				
	12		12		12	12				
5/13/04	12					12		12		
	12					12				
5/14/04		12				12		12		12
		12				12		12		12
5/15/04		12				24				12
		12				24				12
5/16/04	12					12				
	12					12				
5/17/04	12		2					12		
	12		12		12			12		
5/18/04	12		12		1.5	12				12

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
	12		12		12	12				12	
5/19/04	12		12		12	12					
	12		12		12	12					
5/20/04	12					12		12			
		12					12		12		
5/21/04		12				12				24	
		12				12				24	
5/22/04	12					12					
	12					12					
5/23/04	12									12	
	12		12		12					12	
5/24/04	12		12							24	
	12		12		12					24	
5/25/04	12		12			12				12	
	12		3.5			12				12	
5/26/04	12		12		12	12					
	12		12		12	12					
5/27/04	12		12			12				12	
		12				12				12	
5/28/04	12		12		12	24					
	12		12			24					
5/29/04	12		12			24					
	12		12		10.5	24					
5/30/04	12		12							24	
	12		12		12					24	
5/31/04	12					36					
	12					36					
6/1/04	12		12		12	24					
	12		12		12	24					
6/2/04	12		12			12				12	
	12		12			12				12	
6/3/04	12					12					
		12				12					
6/4/04	12		12			12		12			
	12		12			12		12			
6/5/04		12				24				24	
		12				24				24	
6/6/04		12				24					
		12				24					
6/7/04	12		12		12	12					
	12		12		12	12					
6/8/04		12				24				24	
		12				24				24	

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
6/9/04	12					36					
	12		12			36					
6/10/04	12					24					
		12				24					
6/11/04	12		1.5			24				12	
	12		12		12	23				12	
6/12/04		12				36					
		12				36					
6/13/04		12				12	12				
		12				12	12				
6/14/04	12		12			12				12	
	12		12			12				12	
6/15/04	12		12		12	24					
	12		12			24				12	
6/16/04		12				36				2	
		12				36				12	
6/17/04		12				24				12	
		12				12	12				12
6/18/04	12					24					
		12				24					
6/19/04		12				36					12
		12				36				12	
6/20/04		12				12	12				
		12				12	12				
6/21/04	12		12		12	24					
	12		12		12	24					
6/22/04	12		12			12				12	
	12		12			12				12	
6/23/04		12				24				24	
		12				24				24	
6/24/04		12				12					
		12				12					
6/25/04	12		2								
	12		12								
6/26/04		12				24				12	
		12				24					12
6/27/04		12				12	12				
		12				24					
6/28/04	12		12		12						
	12		12		12						
6/29/04	12		12		12	12				12	
	12		12		12	12				12	
6/30/04	12		12			12					

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
	12		12			12					
7/1/04	12		12		12	12					
	12					12					
7/2/04	12		12		12	24				12	
	12		12			24				12	
7/3/04		12				12	24				
		12				12	24				
7/4/04		12		12		12	24				
		12				12	24				
7/5/04	12		12			20				12	
	12		12		12	12				12	
7/6/04	12		12			12					
	12		12		12	12					
7/7/04	12		12			24					
	12		12			24					
7/8/04	12					24				12	
		12					24				12
7/9/04	12					12					
	12		12		12	12					
7/10/04		12				24					
		12				12	12				
7/11/04		12		12		24				12	
		12		12		24					12
7/12/04	12		12			12			12		
	12		12			12			12		
7/13/04	12		12			24			12		
	12		12			24			12		
7/14/04	12		12		12	12				12	
	12		11			12				12	
7/15/04	12							12			
	12							12			
7/16/04	12		12			12				12	
	12					12				12	
7/17/04	12		12		12	24				12	
	12		12			24				12	
7/18/04		12				24			12		12
		12				24		12			12
7/19/04		12				24		12			
	12					24		12			
7/20/04	12					12		12		12	12
	12					12		12		24	
7/21/04		12				24		24			
		12				24		24			

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
7/22/04		12				24			12		
		12				24			12		
7/23/04	12		12			12		12		12	
	12			12		12		12		12	
7/24/04		12				24		12			12
		12				24		12			12
7/25/04		12				12	12				
		12				12	12				
7/26/04	12		12		12	12				12	
		12	12		12	12				12	
7/27/04		12				36		12			
		12				36		12			
7/28/04	12		4			24					
	12		12		12	24					
7/29/04		12				12	12			12	12
		12				12	12				24
7/30/04	12					24					
		12				24					
7/31/04	12					24					
		12				24					
8/1/04	12			12		12				12	
	12		9.5	2.5		12				12	
8/2/04	12		12			12					
	12					12					
8/3/04	12		12			24					
	12		10.5			24					
8/4/04	12			12		12				24	
		12		12		12				24	
8/5/04		12				24					
	12					24					
8/6/04		12				36					
		12				36					
8/7/04	12		12			24				12	
8/8/04		12				12	12				
		12				24					
8/9/04		12	3			24					
	12		12			24					
8/10/04	12		12			24				12	
	12		12			24				12	
8/11/04	12		12			12				12	
	12		12			12				12	
8/12/04	12		12		12	24					

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
	12			12		24					
8/13/04		12				24				24	
		12				24				12	12
8/14/04	12					24					
		12				24					
8/15/04	12		11.5			24					
	12					24					
8/16/04	12			12		24				24	
		12		12		24				24	
8/17/04	12					24				12	
	12		12			24					
8/18/04		12				24					
	12					24					
8/19/04		12				24					12
		12				12	12				12
8/20/04		12				36					
		12				36					
8/21/04	12		12			12					
	12		12			12					
8/22/04		12									12
		12					12				12
8/23/04		12	1			24					
	12		12		12	24					
8/24/04	12		12		12	12					
	12		12		12	12					
8/25/04		12				12				12	
	12		12			12				12	
8/26/04		12				24	12				
		12				24	12				
8/27/04	12		12		12						
	12		12		12						
8/28/04	12		12			12				12	
	12		12			12				12	
8/29/04	12					24					
		12				24					
8/30/04	12		12			12					
	12		12		12	12					
8/31/04	12		12			24				12	
		12	12			24				12	
9/1/04		12		12		24					
	12		12		12	24					
9/2/04	12		12		12	12					
	12		12		12						

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
9/3/04	12		12		12	12				12	
		12	12		12	12				12	
9/4/04		12				12	24				
		12				12	24				
9/5/04	12		12			12					
	12		12			12					
9/6/04		12	12			24				12	
		12	12			24				12	
9/7/04	12		12		12	12					
	12		12		12	12					
9/8/04	12		12								
	12		12								
9/9/04		12		12	12	12				24	
		12		12	12	12				24	
9/10/04	12		12							12	
	12									12	
9/11/04	12		2								
	12		12								
9/12/04		12	12			12				12	
		12	12			12				12	
9/13/04		12							12		
	12							12			
9/14/04	12		12			12					
	12		12			12					
9/15/04	12		12		12					12	
	12		12		12					12	
9/16/04	12		12					12			
	12							12			
9/17/04		12				24					12
		12				24				12	
9/18/04		12	12							24	
	11	1	12							24	
9/19/04	12		12								
	12		12		12						
9/20/01	12		12			12					
	12		12			12					
9/21/04	12		12			12				12	
		12	12		12	12				12	
9/22/04	12					24					
	12		12		12	24					
9/23/04	12		12		12	12					
	12		12			12					
9/24/04						24				12	

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
						24				12	
9/25/04		12				24					
		12				24					
9/26/04		12				12	12				
		12				12	12				
9/27/04	12		12		12	24				12	
		12				24				12	
9/28/04	12							12			
	11	1		12							
9/29/04	12		12			12					
	12		12			12					
9/30/04	12					32				12	
	12					36				12	
10/1/04		12		12		12					
	12		12			12					
10/2/04	12					36					
	12					36					
10/3/04		12		12		12				12	
		12		12		12				12	
10/4/04	10	2				24					
		12		12		24					
10/5/04	12		12								
	12		12								
10/6/04		12	12		2	12				12	
		12		12	11.5	12				12	
10/7/04		9		9	6	12					
	12		12			12					
10/8/04	12					12					
	12		12			12					
10/9/04	12	12	12			24				12	
	12	12	12			24				12	
10/10/04		12					12				
	12						12				
10/11/04	12									12	
	12		12							12	
10/12/04	12		12		12					12	
	12		12		12					12	
10/13/04		12				36					
		12				24	12				
10/14/04	12		12								
	12		12		12						
10/15/04	12		12			12				12	
	12		12			12				12	

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
10/16/04		12				24	12				
		12				24	12				
10/17/04		12				24					12
		12				24				12	
10/18/04	12		12			12				12	
		12	12		12	12				12	
10/19/04	12		12			12					
	12		12		12	12					
10/20/04	12		2.5			12					
	12		12			12					
10/21/04	12		12		12					12	
	12		12		12					12	
10/22/04		12									
	12		12								
10/23/04	12		12			12					
	12		12			12					
10/24/04	12		12							12	
	12		12		12					12	
10/25/04	12		12		12						
	12		12								
10/26/04	12		12								
	12		12								
10/27/04	12		12		12	12				12	
	12		12		12	12				12	
10/28/04		12									
	12		12								
10/29/04	12		12								
	12		12								
10/30/04	12		12		12					12	
	12		12							12	
10/31/04		12				12	12				
		12				12	12				
11/1/04	12		12		1.5	12					
	12		12		12	12					
11/2/04		12	12					24		12	
		12	12		12			24		12	
11/3/04	12		12		12			12			
	12		12		12			12			
11/4/04	12		12			12					
	12		12		12	12					
11/5/04	12		12		12	12		24		12	
	12					12		24		12	
11/6/04	12							12			

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
		12						12			
11/7/04		12				24				12	
	12					24				12	
11/8/04		12				24				12	
		12				24				12	
11/9/04		12				12		12		12	
	12					12		12		12	
11/10/04	12							24			
	12							12			
11/11/04	12		12		12	12				12	
	12		12		12	12				12	
11/12/04		12		12		12		12			
	12		12			12		12			
11/13/04		12				24			12		
		12				24		12		12	
11/14/04	12		12							12	
	12		12							12	
11/15/04	12		12		10						
	12		12		12						
11/16/04	12		12		12	12					
	12		12		12	12					
11/17/04		12	12		12					12	
	12		12		12					12	
11/18/04		12		12		12	12				
	12		12			24					
11/19/04	12		12								
	12		12		12						
11/20/04	12		12		12	12				12	
	12		12		12	12				12	
11/21/04		12				12					
		12				12					
11/22/04	12		12		12						
	12		12		12						
11/23/04		12		12		24				12	
		12		12		24				12	
11/24/04	12					24					
	1	11				24					
11/25/04	12		12			24					
	12		12			24					
11/26/04	12		12		12	12				12	
		12	12		12	12				12	
11/27/04		12		12		12	24				
		12				12	24				

FD Staffing Levels											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
11/28/04		12	12			12					
		12	11			11	1				
11/29/04		12	12			12				24	
		12	12		12	12				24	
11/30/04		12				24					
	12		12			24					
12/1/04											
12/2/04	12		12			12				12	
	12		12		12	12				12	
12/3/04		12				24					
		12				24					
12/4/04	12		12		7	12		12			
	12			12	12	12		12			
12/5/04		12	12			12				12	
		12	12			12				12	
12/6/04	12					12					
		12				12					
12/7/04	12					12		12			
	12					12		12			
12/8/04		12		12		12		12		12	12
		12		12		12		12		12	12
12/9/04		12		4		12					
	12		8			12					
12/10/04	12		12			24					
	12		12		3	24					
12/11/04	12		12			12				12	
	3.5	8.5	12			12				12	
12/12/04	12		7.5								
		12	12								
12/13/04	12		12		12	12		12			
	12		12		10	12		12			
12/14/04	12			12		12				24	
		12		12		12				24	
12/15/04	12		12		12	12		12			
		12				12		12			
12/16/04	12					24				12	
	12		12			24				12	
12/17/04		12								24	12
		12								24	12
12/18/04		12				24				12	
		12				24				12	
12/19/04	12		12		12	12					



Appendix E—Staffing at Increased Staffing Levels

FD Staffing Levels -- Increased Staffing										
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick
12/26/04		12					12			24
		12				12				24
12/27/04		12				24	12			
		12				24	12			
12/28/04	12					24				
	12					24				
12/29/04		12				12				24
		12					12			24
12/30/04	12		12			36				
	12		12			36				
12/31/04		12				24	12			
		12					36			
1/1/05		12				12				24
	12		12			12				24
1/2/05	12					12				
	12					12				
1/3/05	12		12		12					
	12		12		12					
1/4/05		12								24
		12								36
1/5/05		12					12			12
		12					12			12
1/6/05	12					12				12
	12		12			12				12
1/7/05	12					12				24
		12					12			24
1/8/05	12		12			12				
	12		12			12				
1/9/05	12		12		12					
	12		12		12					
1/10/05		12					12			24
		12		12		12				24
1/11/05	12					12				12
	12					12				12
1/12/05	12		12		12					
	12		12							
1/13/05		12								24
		12								24
1/14/05	12									12
	12									24
1/15/05	12		12			12				12

FD Staffing Levels -- Increased Staffing										
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick
		12		12		12				12
1/16/05		12					12			12 24
		12					12			12 24
1/17/05	12					12				
	12					12				12
1/18/05	12									12
	12									12
1/19/05		12								12 24
		12								36
1/20/05	12					12				12
	12					12				12
1/21/05		12	12			12				12
	12					12				12
1/22/05		12				12				36
		12					12			36
1/23/05	12									12
	12									12
1/24/05	12		12		9					
	12		12		12					
1/25/05		12				24				24
		12				24				24
1/26/05	12		12		12					
	12		12							
1/27/05	12		12		12					
	12		12		12					
1/28/05	6									30
		12								36
1/29/05	12					12				
	12					12				
1/30/05	12		1			12				
	12		12			12				
1/31/05	12									24
	12									24
2/1/05	12					12				12
		12				12				12
2/2/05	12							12		
	12		12					12		
2/3/05	12									12
	12									12
2/4/05	12					12				
	12					12				
2/5/05	12		12			24				
	12		12			24				

FD Staffing Levels -- Increased Staffing										
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick
2/6/05	12		12							12
	12		12							12
2/7/05	12		12			12				
	12		9			12				
2/8/05	12		12			12				
	12		12			12				
2/9/05	12									12
	12		12		12					12
2/10/05	12					12				
	12		12			12				
2/11/05	3	9				12				12
	12					12				12
2/12/05		12				36				12
		12				36				12
2/13/05		12				24				
	12					24				
2/14/05	12					12				
	12		11.5		9.5	12				
2/15/05	12					12				24
		12				12				24
2/16/05	2	10				24				
	12					24				
2/17/05		12				24				
	12					24				
2/18/05	12		12		12	12				
	12					12				
2/19/05	9.5	2.5				36				
	12					36				
2/20/05		12	2				24			
	12		11.5			24				
2/21/05	12		10							12
	12		12							12
2/22/05	12		12			12				
	12					12				
2/23/05	12		12			12				
	12		12		12	12				
2/24/05	12									24
	12									24
2/25/05		12					12			12
		12				12				12
2/26/05	12		12		12	12				
		12				12				
2/27/05		12					12			12

FD Staffing Levels -- Increased Staffing										
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick
	12					12				12
2/28/05	12					24				
	12		12			24				
3/1/05	12		12		12					24
	12		12							24
3/2/05	12		12		12					12
	12		12		12					12
3/3/05		12				24				24
		12				24				12
3/4/05		12	12			12				
		12				12				
3/5/05	6	6				12				12
	12					12				12
3/6/05		12				12	12			
	12		12		12	24				
3/7/05	12									12
	12		12							
3/8/05		12				12	12			24
		12				24				24
3/9/05	12		12		12	12				
	12		12			12				
3/10/05	12		12		12	12				
	12		12		12	12				
3/11/05		12				12	12			24
		12					12			24
3/12/05	12		12		12					
	12		12		12					
3/13/05		12								
	12		12		12					
3/14/05		12	2							24
	12		12							24
3/15/05	12									12
	12									12
3/16/05	12		12		12					
	12		12		12					
3/17/05	12					12		12		24
	12					12		12		24
3/18/05	12		12							
	12		12							
3/19/05	12		6.5			12				12
		12	12			12				12
3/20/05		12								24
	12		12							24

FD Staffing Levels -- Increased Staffing											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
3/21/05	12		12			12					
	12		12		12	12					
3/22/05	12		12		12	12					
	12		12		12	12					
3/23/05	12		12							24	
	12									24	
3/24/05	12					24					
	12		12			24					
3/25/05	12		12		12	12					
	12		12		12	12					
3/26/05	12									36	
	12									36	
3/27/05		12				36					
	12					36					
3/28/05	12					12					
	12		11			12					
3/29/05	12									24	
	12									24	
3/30/05	12					36					
	12					36					
3/31/05	12		12		12	12					
	12		12			12					
4/1/05		12				24				24	
		12				12	12			24	
4/2/05	12		12		12	12					
	12		12		12	12					
4/3/05		12	7			24					
	12		12		12	24					
4/4/05	12					12				24	
		12				12				24	
4/5/05	12					12		12			
	12					12		12			
4/6/05	12		12			12					
	12		12			12					
4/7/05	12									24	
	12									24	
4/8/05	12					12		12			
	12					12		12			
4/9/05	12		12			12					
	12		12			12					
4/10/05	12					12				12	
	12		12			12				12	
4/11/05	12					12		12			

<b>FD Staffing Levels -- Increased Staffing</b>											
	9th Slot	OT	10th Slot	OT	11th Slot	Approved Leave/ Shift Coverage		Scheduled Training		Sick	
	12					12		12			
4/12/05	12		12			12					
	12		12			12					
4/13/05	12					12				12	
	12					12				12	
4/14/05	12					12		12			
	12					12		12			
4/15/05	12		12		12	12					
	12					12					
4/16/05	12					12				12	
	12					1				12	
4/17/05	12					12					
	12					12					
4/18/05	12		12		12						
	12		12		12						
4/19/05	12		12			24				12	
	12		10			24				12	
4/20/05	12		12			24					
	12		12			24					
4/21/05	12		12		12	24					
	12		12		10	24					
4/22/05	12					12				12	
	12					12				12	
4/23/05	12					24					
	12					24					
4/24/05	12		12		12						
	12		12		12						
4/25/05	12					12				12	
	12					12				12	
4/26/05	12		12			12					
	12		12			12					
4/27/05	12		12			12					
	12		12			12					
4/28/05	12		12		12	24					
	12					24					
4/29/05	12		12		12						
	12		12		12						
4/30/05	12		12		7.5						
	12		12		12						
<b>Total Hours Covered</b>	<b>2,295</b>	<b>724</b>	<b>1,258</b>	<b>24</b>	<b>564</b>	<b>2,617</b>	<b>288</b>	<b>144</b>	<b>-</b>	<b>2,010</b>	<b>216</b>



**Appendix F—Memorandum to Hanover Park Village Manager**

(Excerpt of Memorandum by Fire Chief Craig A. Haigh and Human Resources Director Sandra Richards dated 2/2004 ).

As we closely evaluate the strengths and weaknesses of our part time firefighter program it is paramount that we review how our program is categorized.

1. Although referred to as a combination department, we do not fall within the strictest definition of a combination organization. As defined by the International City/County Management Association, a combination department is one in which “fire protection and EMS is provided by a fire department that relies on both volunteer/POC firefighters and paid, career firefighters.”<sup>1</sup> Most commonly volunteer or POC firefighters will be alerted by pager to respond to calls where they will meet up with career firefighters to provide the service required. Most of these personnel are residents of their communities and consider membership with the fire department as a volunteer position where they are paid a stipend for their time. In some cases, these firefighters are scheduled to work shifts where they cover positions at the station or are available for call back should an incident occur; however, the fire department is not their primary employer. This combination staffing has been a successful system of protection in many communities for a number of years. However, this facet of the fire service is dramatically changing. According to the National Volunteer Fire Council, there has been a 20% drop in the number of individuals who volunteer their time in the fire service over the last 20 years. This decline has continued to increase by an average drop of 2%-3% every year since 2000. Numerous factors have been cited

for the decline in available personnel; however, the primary issues seem to be increased time demands, more rigorous training standards, the proliferation of two-income families, the increase in emergency calls and increased training hours to comply with training standards and an apathy toward volunteerism and a sense of community.<sup>2</sup>

In a report sponsored by the J.C. Penny Corporation asking “Reasons people don’t volunteer” the following reasons were noted:

Lack of Time	79%
Concerned that cannot honor the commitment	40%
Health / Physical problems	20%
No interest in volunteering	19%
Government should provide the service	16%
Don’t know how to get involved	12%
Age (too old or too young)	12%
Concern about legal liability	11%
Don’t have necessary skills	8%
People should be paid	7%
Too costly	7%

Source: Recruitment & Retention of the Volunteer Fire Service; FEMA, US Fire Administration

The study continues, focused specifically on the fire service:

Time demands	Two-income families and working multiple jobs, increased training demands, higher emergency call volume, additional demand within the department (fundraising and administrative).
Training requirements	Higher training standards, new federal requirements, greater public expectations of fire service response capabilities, additional training demands to provide broader range of services, recertification demands.
Increased call volume	Fire Department assuming wider response roles, increasing EMS call volume, increasing number of automatic fire alarms, greater reliance by the public on Fire Department services.
Changes in the nature of the business	Abuse of emergency services by the public, less of an emphasis on social aspects of volunteering.
Changes in sociological conditions	Transient, loss of community feeling, less community pride, less of an interest or time for volunteering, two-income families, and the ME generation.
Changes in sociological areas	Employers less willing to let employees off to run calls, time demands, the ME generation.
Leadership problems	Poor leadership and lack of coordination, authoritative management style, failure to manage

	change.
Federal legislation and regulations	FLSA interpretation, OSHA 2-in/2-out, EPS live-burn limitations
Increasing use of combination departments	Disagreements among chiefs or other department leaders, friction between volunteer/POC and career members.
Higher costs of housing	Volunteer/POC cannot afford to live in eh communities they serve.
Aging communities	Greater number of older people today, lack of economic growth and jobs in some towns.

2. In the case of Hanover Park, our firefighters, although referred to as POCs, are in reality part-time employees—no different than the seasonal help hired in Public Works. These employees are scheduled to fill critical positions within our organizational structure and are required to operate in emergency situations without direct supervision. The part-time firefighters are held to the same employment testing, training and standards as a full-time employee and are subject to discipline for failure to work as assigned. The employees consider themselves to be career firefighters represented by SEIU with the Hanover Park Fire Department as their employer.

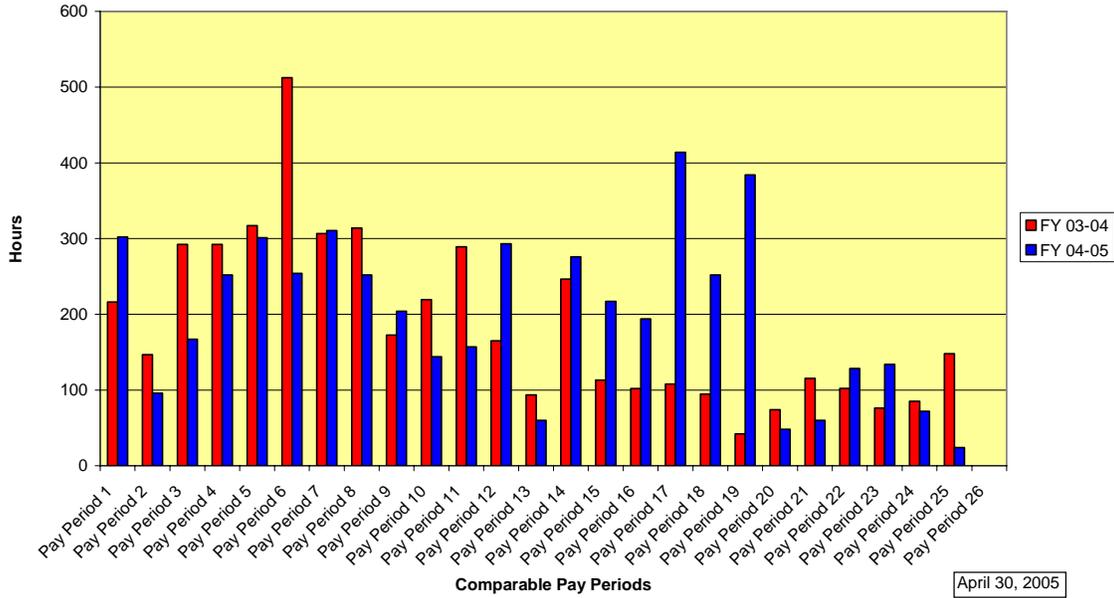
Based on the above explanation, it is easy to see that a distinct difference exists. Our part-time firefighters are professionals who have chosen the fire service as a career and are ultimately (except in rare cases) looking for a full-time position. Of our 24 POCs, 87.5% or 21 are definitely interested in a full-time career as a firefighter. In fact 4 of these who started their firefighting career with Hanover Park as POCs trained by the Village are currently working full-time in other fire departments. It is clear from this that Hanover Park attracts potential firefighters who come to our department hoping to gain valuable experience so that they are marketable when testing for full-time positions. Since we are unable to absorb all those interested into our full-time ranks, we have in

essence become the training ground for other fire departments. This being the case, our department exists in a constant state of flux regarding recruitment and retention of our part time personnel. The average tenure of our POCs is 31 months or 2.6 years. This is in contrast to an average tenure of 11.6 years for full-time firefighters.

1. Managing Fire and Rescue Services, 3<sup>rd</sup> Edition, International City/County Managers Association, 2002
2. Wilson, Franklin Woodrow, "Recruitment & Retention of the Volunteer: The Missing Piece of the Fire Service", National Volunteer Fire Council, 2002

**Appendix G—Shift Coverage Overtime**

**Shift Coverage OT -- Full Time Employees  
Compares Fiscal Year 03-04 to 04-05**



**Appendix H—Estimated Costs of Staffing Options**

Table H1

**Village of Hanover Park**  
**Estimated Costs of Fire Department Staffing Options**  
 Based upon Proposed Department Structure and 6% Contract Settlement

Cost Factors	Minimum Staffing of 11-9 with Full-time Staffing:			Minimum Staffing of 10 with Full-time Staffing:			Minimum Staffing of 11 with Full-time Staffing:			
	9	10	11	9	10	11	10	11	12	13
FT Staffing	\$ 1,812,752	\$ 1,943,027	\$ 2,073,302	\$ 1,812,752	\$ 1,943,027	\$ 2,073,302	\$ 2,203,577	\$ 2,073,302	\$ 2,203,577	\$ 2,333,852
PT Staffing	\$ 166,410	\$ 166,410	\$ 143,062	\$ 166,410	\$ 166,410	\$ 166,410	\$ 116,951	\$ 166,410	\$ 166,410	\$ 135,306
OT Costs	\$ 460,235	\$ 213,110	\$ 56,438	\$ 551,503	\$ 381,794	\$ 158,181	\$ 76,185	\$ 657,296	\$ 429,324	\$ 80,216
Add'l Benefits 1-44 etc.	\$ -	\$ 113,379	\$ 226,758	\$ -	\$ 113,379	\$ 226,758	\$ 340,137	\$ 113,379	\$ 226,758	\$ 453,516
<b>TOTAL COST:</b>	\$ 2,439,397	\$ 2,435,926	\$ 2,499,560	\$ 2,530,664	\$ 2,604,610	\$ 2,624,651	\$ 2,736,850	\$ 2,895,794	\$ 2,920,016	\$ 3,002,890
<b>FY2006 Budget:</b>										
FT Salaries 1-11	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472
PT Salaries 1-12	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
Overtime 1-21	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000
<b>TOTAL FY06 BUDGET:</b>	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472	\$ 2,355,472
<b>Difference:</b>	<b>(\$83,924.77)</b>	<b>(\$80,454.08)</b>	<b>(\$144,088.05)</b>	<b>(\$175,192.45)</b>	<b>(\$249,137.51)</b>	<b>(\$269,178.90)</b>	<b>(\$381,377.68)</b>	<b>(\$524,639.61)</b>	<b>(\$540,321.80)</b>	<b>(\$647,418.09)</b>

Village of Hanover Park  
 Cost of Staffing Options in the Fire Department with a Minimum Staffing of 9, 10 and 11

Type of Leave Hours Requiring POC Coverage: (27 Full-time Employees)	Total Hours Needed Based upon Current FT Staffing at 9 and Maintaining a Minimum Overall Staffing of 9	Total Hours Needed Based upon Current FT Staffing at 10 and Maintaining a Minimum Overall Staffing of 9	Total Hours Needed Based upon Current FT Staffing at 11 and Maintaining a Minimum Overall Staffing of 9	Total Hours Needed Based upon Current FT Staffing at 9 and Maintaining a Minimum Overall Staffing of 11-9
Vacation (Average of 211 hours per employee per year)	5,688	5,688	5,688	5,688
Holiday (72 hours per employee per year)	1,944	1,944	1,944	1,944
Sick (Average estimate of 72 hours per employee per year)	1,944	1,944	1,944	1,944
Kelly (182.4 hours per employee per year)	4,925	4,925	4,925	4,925
Misc. Training, Funeral, Workers Comp (-168/employee per year)	4,536	4,536	4,536	4,536
<b>Subtotal of Leave Hours:</b>	<b>19,037</b>	<b>19,037</b>	<b>19,037</b>	<b>19,037</b>
POC training hours (Orientation, fire academy, EMT school, ride time, etc. for est. 6 POCs)	4,062	4,062	4,062	4,062
10th slot (24 hours per day, 365 days a year)				2,190
11th slot (24 hours per day, 365 days a year)				1,752
<b>Subtotal of hours filled by POCs</b>	<b>4,062</b>	<b>4,062</b>	<b>4,062</b>	<b>8,004</b>
<b>Total Hours of Coverage Needed:</b>	<b>23,099</b>	<b>23,099</b>	<b>23,099</b>	<b>27,041</b>
Current POC staffing:	16	16	16	16
Required hours bid per week:	24	24	24	24
<b>Total required bid hours per year (Row 14 x Row 15):</b>	<b>7,179</b>	<b>7,179</b>	<b>7,179</b>	<b>7,179</b>
10th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
11th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
12th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
13th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
<b>Total Potential Shortfall(Surplus Hours) in Coverage (Row 12 - Row 16):</b>	<b>23,099</b>	<b>15,920</b>	<b>8,741</b>	<b>27,041</b>
<b>POC Hours &amp; Costs for Period 1/01/05-3/20/05:</b>				
Total POC hours worked 1/01/05-3/20/05	4,161	4,161	4,161	4,161
Total POC wages paid 1/01/05-3/20/05	\$ 56,823	\$ 56,823	\$ 56,823	\$ 56,823
Average POC hours worked per week for period 1/01/05-3/20/05 (11 weeks)	378	378	378	378
Projected annual POC hours	14,753	14,753	14,753	14,753
Average POC hourly rate for period 1/01/05-3/20/05	\$ 11.28	\$ 11.28	\$ 11.28	\$ 11.28
<b>Projected annual cost for POCs:</b>	<b>\$ 166,410</b>	<b>\$ 166,410</b>	<b>\$ 166,410</b>	<b>\$ 166,410</b>
<b>Full-time Regular and OT Hours &amp; Costs for FY06:</b>				
Full-time staffing	9	10	11	9
FY06 cost for full-time wages, includes administration.	\$ 1,812,752	\$ 1,945,027	\$ 2,073,302	\$ 1,812,752
Cost of benefits for additional full-time staffing (insurance, pension, medicare)		\$ 113,379	\$ 226,758	\$ -
Miscellaneous FT overtime (training, call-backs, meetings, etc.) @ average 126 hrs/month	\$ 1,500	\$ 1,657	\$ 2,037	\$ 1,500
Projected hours required to be filled with overtime:	\$ 8,346	\$ 1,167	\$ -	\$ 12,288
BCLT OT Differential (11.48 * 1368)	\$ 15,704.64	\$ 15,704.64	\$ 15,704.64	\$ 15,704.64
Projected average OT rate:	\$ 32.24	\$ 31.45	\$ 30.79	\$ 32.24
<b>Projected annual FY06 overtime costs (savings):</b>	<b>\$ 333,105</b>	<b>\$ 104,839</b>	<b>\$ 78,424</b>	<b>\$ 460,235</b>
FY06 Budget for Full-time wages (111):	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472
FY06 Budget for POC wages (112):	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
FY06 Budget for Overtime (121):	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000
<b>Total FY06 Budget for Wages &amp; Overtime:</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>
Potential FY06 Budget (Shortfall)/Surplus for Shift Coverage:	\$ 43,165	\$ 27,817	\$ (121,608)	\$ (83,925)

Village of Hanover Park  
 Cost of Staffing Options in the Fire Department with a Minimum Staffing of 9, 10 and 11

Type of Leave Hours Requiring POC Coverage: (27 Full-time Employees)	Total Hours Needed Based upon FT Staffing at 10 and Maintaining a Minimum Overall Staffing of 11-9	Total Hours Needed Based upon FT Staffing at 11 and Maintaining a Minimum Overall Staffing of 11-9	Total Hours Needed Based upon Current FT Staffing at 9 and Maintaining a Minimum Overall Staffing of 10	Total Hours Needed Based upon FT Staffing at 10 and Maintaining a Minimum Overall Staffing of 10
Vacation (Average of 21.1 hours per employee per year)	5,688	5,688	5,688	5,688
Holiday (72 hours per employee per year)	1,944	1,944	1,944	1,944
Sick (Average estimate of 72 hours per employee per year)	1,944	1,944	1,944	1,944
Kelly (182.4 hours per employee per year)	4,925	4,925	4,925	4,925
Misc: Training, Funeral, Workers Comp (-166/employee per year)	4,536	4,536	4,536	4,536
<b>Subtotal of Leave Hours:</b>	<b>19,037</b>	<b>19,037</b>	<b>19,037</b>	<b>20,664</b>
POC training hours (orientation, fire academy, EMT school, ride time, etc. for est. 6 POCs)	4,082	4,082	4,082	4,082
10th slot (24 hours per day 365 days a year)	2,190	2,190	2,190	2,190
11th slot (24 hours per day 365 days a year)	1,752	1,752	1,752	1,752
<b>Subtotal of hours filled by POCs</b>	<b>8,004</b>	<b>8,004</b>	<b>8,004</b>	<b>4,062</b>
<b>Total Hours of Coverage Needed:</b>	<b>27,041</b>	<b>27,041</b>	<b>31,859</b>	<b>24,726</b>
Current POC staffing:	16	16	16	16
Required hours bid per week:	24	24	24	24
<b>Total required bid hours per year (Row 14 x Row 15):</b>	<b>7,179</b>	<b>7,179</b>	<b>7,179</b>	<b>7,179</b>
10th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)	7,179	7,179	7,179	7,179
11th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)	7,179	7,179	7,179	7,179
12th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
13th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
<b>Total Potential Shortage/(Surplus Hours) in Coverage (Row 12 - Row 16)</b>	<b>19,862</b>	<b>12,663</b>	<b>31,859</b>	<b>24,726</b>
<b>POC Hours &amp; Costs for Period (1/01/05-3/20/05):</b>				
Total POC hours worked 1/01/05-3/20/05	4,161	4,161	4,161	4,161
Total POC wages paid 1/01/05-3/20/05	\$ 56,823	\$ 56,823	\$ 56,823	\$ 56,823
Average POC hours worked per week for period 1/01/05-3/20/05 (11 weeks)	378	378	378	378
Projected annual POC hours	14,753	14,753	14,753	14,753
Average POC hourly rate for period 1/01/05-3/20/05	\$ 11.28	\$ 11.28	\$ 11.28	\$ 11.28
<b>Projected annual cost for POCs:</b>	<b>166,410</b>	<b>143,042</b>	<b>166,410</b>	<b>166,410</b>
<b>Full-time Regular and OT Hours &amp; Costs for FY06:</b>				
Full-time staffing	10	11	9	10
FY06 cost for full-time wages, includes administration:	\$ 1,945,027	\$ 2,075,302	\$ 1,812,752	\$ 1,943,027
Cost of benefits for additional full-time staffing (insurance, pension, medicare)	\$ 113,379	\$ 226,758	\$ -	\$ 113,379
Miscellaneous FT overtime (training, call-backs, meetings, etc.) @ average 125 hrs/month	\$ 1,667	\$ 1,833	\$ 1,500	\$ 1,667
Projected hours required to be filled with overtime:	5,109	5,109	17,106	9,973
BC/ILT Differential (11.48 * 1368)	\$ 15,704.64	\$ 15,704.64	\$ 15,704.64	\$ 15,704.64
Projected average OT rate:	\$ 31.45	\$ 30.79	\$ 32.24	\$ 31.45
<b>Projected annual FY06 overtime costs (surplus):</b>	<b>213,110</b>	<b>56,438</b>	<b>551,505</b>	<b>381,794</b>
FY06 Budget for Full-time wages (111):	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472
FY06 Budget for POC wages (112):	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
FY06 Budget for Overtime (121):	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000
<b>Total FY06 Budget for Wages &amp; Overtime:</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>
Potential FY06 Budget (Shortfall)/Surplus for Shift Coverage:	\$ (80,454)	\$ (144,088)	\$ (175,192)	\$ (249,136)

Table H4

Village of Hanover Park  
 Cost of Staffing Options in the Fire Department with a Minimum Staffing of 9, 10 and 11

	Total Hours Needed Based upon FT Staffing at 11 and Maintaining a Minimum Overall Staffing of 10	Total Hours Needed Based upon FT Staffing at 12 and Maintaining a Minimum Overall Staffing of 10	Total Hours Needed Based upon FT Staffing at 10 and Maintaining a Minimum Overall Staffing of 11 Using POCs	Total Hours Needed Based upon FT Staffing at 11 and Maintaining a Minimum Overall Staffing of 11
<b>Type of Leave Hours Requiring POC Coverage: (27 Full-time Employees)</b>				
Vacation (Average of 211 hours per employee per year)	5,832	5,832	5,832	5,976
Holiday (72 hours per employee per year)	2,160	2,160	2,160	2,376
Sick (Average estimate of 72 hours per employee per year)	2,160	2,160	2,160	2,376
Kelly (Average estimate of 72 hours per employee per year)	5,472	5,472	5,472	6,019
Misc: Training, Funeral, Workers Comp (~16hr/employee per year)	5,040	5,040	5,040	5,544
<b>Subtotal of Leave Hours:</b>	<b>20,664</b>	<b>20,664</b>	<b>20,664</b>	<b>22,291</b>
POC training hours (orientation, fire academy, EMT school, ride time, etc. for est. 6 POCs)	4,062	4,062	4,062	4,062
11th slot (24 hours per day 365 days a year)			8,760	
Subtotal of hours filled by POCs	4,062	4,062	12,822	4,062
<b>Total Hours of Coverage Needed:</b>	<b>24,726</b>	<b>24,726</b>	<b>33,486</b>	<b>26,353</b>
Current POC staffing:				
Required hours bid per week:	16	16	16	16
Total required bid hours per year (Row 14 x Row 15):	24	24	24	24
10th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
11th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)	7,179	7,179		
12th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)	7,179	7,179		
13th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)				
<b>Total Potential Shortage(Surplus) in Coverage (Row 12 - Row 16):</b>	<b>17,547</b>	<b>10,368</b>	<b>33,465</b>	<b>26,353</b>
<b>POC Hours &amp; Costs for Period (1/01/05-3/20/05):</b>				
Total POC hours worked 1/01/05-3/20/05	4,161	4,161	4,161	4,161
Total POC wages paid 1/01/05-3/20/05	\$ 56,823	\$ 56,823	\$ 56,823	\$ 56,823
Average POC hours worked per week for period 1/01/05-3/20/05 (11 weeks)	378	378	378	378
Projected annual POC hours	14,753	14,753	14,753	14,753
Average POC hourly rate for period 1/01/05-3/20/05	\$ 11.28	\$ 11.28	\$ 11.28	\$ 11.28
<b>Projected annual cost for POCs:</b>	<b>166,410</b>	<b>116,951</b>	<b>166,410</b>	<b>166,410</b>
<b>Full-time Regular and OT Hours &amp; Costs for FY06:</b>				
Full-time staffing	11	10	10	11
FY06 cost for full-time wages, includes administration.	\$ 2,073,302	\$ 2,203,577	\$ 1,943,027	\$ 2,073,302
Cost of benefits for additional full-time staffing (insurance, pension, medicare)	\$ 226,758	\$ 340,137	\$ 113,379	\$ 226,758
Miscellaneous FT overtime (training, call-backs, meetings, etc.) @ average 125 hrs/month	1,833	2,000	1,667	1,833
Projected hours required to be filled with overtime:	2,794	-	18,735	11,601
3C/LT OT Differential (11.48 * 3688)	\$ 15,704.64	\$ 15,704.64	\$ 15,704.64	\$ 15,704.64
Projected average OT rate:	\$ 30.79	\$ 30.24	\$ 31.45	\$ 30.79
<b>Projected annual FY06 overtime costs(savings):</b>	<b>158,181</b>	<b>76,185</b>	<b>657,296</b>	<b>429,324</b>
FY06 Budget for Full-time wages (111):	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472	\$ 1,746,472
FY06 Budget for POC wages (112):	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
FY06 Budget for Overtime (121):	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000
<b>Total FY06 Budget for Wages &amp; Overtime:</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>
<b>Potential FY06 Budget (Shortfall)/Surplus for Shift Coverage:</b>	<b>\$ (265,179)</b>	<b>\$ (581,378)</b>	<b>\$ (524,540)</b>	<b>\$ (540,322)</b>

Village of Hanover Park  
 Cost of Staffing Options in the Fire Department with a Minimum Staffing of 9, 10 and 11

	Total Hours Needed Based upon FT Staffing at 12 and Maintaining a Minimum Overall Staffing of 11	Total Hours Needed Based upon FT Staffing at 13 and Maintaining a Minimum Overall Staffing of 11
<b>Type of Leave Hours Requiring POC Coverage: (27 Full-time Employees)</b>		
Vacation (Average of 211 hours per employee per year)	5,976	5,976
Holiday (72 hours per employee per year)	2,376	2,376
Sick (Average estimate of 72 hours per employee per year)	2,376	2,376
Kelly (182.4 hours per employee per year)	6,019	6,019
Misc. Training, Funeral, Workers Comp (-168/employee per year)	5,544	5,544
<b>Subtotal of Leave Hours:</b>	<b>22,291</b>	<b>22,291</b>
POC training hours (orientation, fire academy, EMT school, ride time, etc. for est. 6 POCs)	4,062	4,062
10th slot (24 hours per day, 365 days a year)		
11th slot (24 hours per day, 365 days a year)		
<b>Subtotal of hours filled by POCs</b>	<b>4,062</b>	<b>4,062</b>
<b>Total Hours of Coverage Needed:</b>	<b>26,353</b>	<b>26,353</b>
Current POC staffing:		
Required hours bid per week:	16	16
Total required bid hours per week (Row 14 x Row 15):	24	24
10th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)		
11th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)		
12th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)	7,179	7,179
13th Firefighter Paramedic for shift coverage (3 X 2740 less leave time)	7,179	7,179
<b>Total Potential Shortage (Surplus Hours) in Coverage (Row 12 - Row 16):</b>	<b>19,174</b>	<b>11,995</b>
<b>POC Hours &amp; Costs for Period 1/01/05-3/20/05:</b>		
Total POC hours worked 1/01/05-3/20/05	4,161	4,161
Total POC wages paid 1/01/05-3/20/05	\$ 56,823	\$ 56,823
Average POC hours worked per week for period 1/01/05-3/20/05 (11 weeks)	378	378
Projected annual POC hours	14,753	14,753
Average POC hourly rate for period 1/01/05-3/20/05	\$ 11.28	\$ 11.28
<b>Projected annual cost for POCs:</b>	<b>\$ 166,410</b>	<b>\$ 135,306</b>
<b>Full-time Regular and OT Hours &amp; Costs for FY06:</b>		
Full-time staffing	12	13
FY06 cost for full-time wages, includes administration.	\$ 2,203,577	\$ 2,333,852
Cost of benefits for additional full-time staffing (insurance, pension, medicare)	\$ 340,137	\$ 453,518
Miscellaneous FT overtime (training, call-backs, meetings, etc.) @ average 125 hrs/month	\$ 2,000	\$ 2,167
Projected hours required to be filled with overtime:	4,422	
BC/LT OT Differential (11.48 - 13.68)	\$ 15,704.64	\$ 15,704.64
Projected average OT rate:	\$ 30.24	\$ 29.77
<b>Projected annual FY06 overtime costs (savings):</b>	<b>\$ 209,895</b>	<b>\$ 80,216</b>
FY06 Budget for Full-time wages (111):	\$ 1,746,472	\$ 1,746,472
FY06 Budget for POC wages (112):	\$ 325,000	\$ 325,000
FY06 Budget for Overtime (121):	\$ 284,000	\$ 284,000
<b>Total FY06 Budget for Wages &amp; Overtime:</b>	<b>\$ 2,355,472</b>	<b>\$ 2,355,472</b>
<b>Potential FY06 Budget (Shortfall)/Surplus for Shift Coverage:</b>	<b>\$ (647,418)</b>	<b>\$ (647,418)</b>

**Appendix I—Cost of Hiring Part-Time & Full-Time**

Table I1

<b>Cost of Hiring Part-Time Firefighter</b>	<b>PT Direct Cost/Person</b>	<b>PT indirect Cost/Person</b>	<b>Direct cost per each additional PT</b>	<b>Indirect cost per each additional PT</b>
Recruitment				
Advertising	\$1,171.40			
Applicant Orientation (Fire/HR Staff time -10 hours)		\$290.84		
Testing (College of Dupage)	\$42.65		\$42.56	
Interviews (Fire/HR Staff time - 30 hours)		\$979.05		
Background Investigation				
Hire Check	\$46.50		\$46.50	
Polygraph	\$130.00		\$130.00	
Psychological Exam	\$500.00		\$500.00	
Medical/Drug Screen	\$120.00		\$120.00	
New Hire Orientation/Training (PT FF wages - 7 hours)	\$56.77		\$56.77	
New Hire Orientation/Training (HR staff time - 7 hours)		\$193.34		\$193.34
Misc. Fire/HR Staff Time (24 hours initial/5 hours add'l)		\$629.46		\$176.83
Uniforms/Turn Out Gear	\$2,624.00		\$2,624.00	
Firefighter II Academy Program Cost (280 hours)	\$1,375.00		\$1,375.00	
Firefighter II Academy -- Employee Wages (280 hours)	\$2,271.00		\$2,271.00	
EMT School Cost (120 Hours)	\$400.00		\$400.00	
EMT School -- Employee Wages (120 hours)	\$973.20		\$973.20	
Rookie School (Employee Wages -- 109 hours)	\$883.99		\$883.99	
Rookie School Books/materials per student	\$200.00		\$200.00	
Rookie School (Staff time -- 164 hours)		\$2,712.00		
PT Training Hours (In station ride time -- 96 hours)	\$778.56		\$778.56	
Sub-total of Direct & Indirect Costs:	\$11,573.07	\$4,804.69	\$10,401.58	\$370.17
<b>Grand total of Direct &amp; Indirect Cost to hire 1 PT FF:</b>		<b>\$16,377.76</b>		<b>\$10,771.75</b>
Wages for 1 Entry-level PT working minimum hours required		\$10,121.28		\$10,121.28
FICA costs for above wages		\$774.28		\$774.28
Unemployment insurance costs for above wages		\$108.00		\$108.00

<b>Cost of Hiring Part-Time Firefighter</b>	<b>PT Direct Cost/Person</b>	<b>PT indirect Cost/Person</b>	<b>Direct cost per each additional PT</b>	<b>Indirect cost per each additional PT</b>
<b>Grand Total of Hiring, Wages &amp; Mandatory Benefits for 1 PT FF</b>		<b>\$27,381.32</b>		<b>\$21,775.31</b>

Total Direct & Indirect Hiring Costs for 3 PT FF:				\$37,921.26
Wages for 3 entry-level PT working a minimum of 2 12-hour shifts per week:				\$30,363.84
FICA costs for 3 entry-level PT working above schedule				\$2,322.83
Unemployment insurance costs for 3 entry-level PT FF				\$324.00
<b>Total cost of recruitment, training, wages and benefits for 3 entry-level PT FF working minimum required hours</b>				<b>\$70,931.93</b>

Total average cost to hire a non-probationary PT FF to fill one 24-hour slot 365 days a year				
Average wages for PT FF working one 24-hour shift every day				\$88,563.60
FICA cost for non-probationary PT FF working above schedule				\$6,775.12
Unemployment insurance costs for PT FF working above schedule				\$1,080.00
<b>Total Average Cost of Wages &amp; Benefits for non-probationary PT FF working one 24-hour shift every day</b>				<b>\$96,418.72</b>
<b>Total Average Cost of Wages &amp; Benefits for non-probationary PT FF working one 24-hour shift (Black, Red, Gold)</b>				<b>\$32,139.57</b>

Table I2

<b>Cost of Hiring Full Time Firefighter (5/1/03-5/1/05 C.B. Contract)</b>	<b>FT Direct Cost/Person</b>	<b>FT indirect Cost/Person</b>	<b>Direct cost per each additional FT FF</b>	<b>Indirect cost per each additional FT FF</b>
Recruitment				
Advertising	\$4,000.00			
Applicant Orientation (Fire/HR Staff time -10 hours)		\$290.84		
Testing (College of Dupage)	\$42.65		\$42.56	
Interviews (Fire/HR Staff time - 30 hours)		\$1,468.58		
Background Investigation				
Hire Check	\$46.50		\$46.50	
Polygraph	\$130.00		\$130.00	
Psychological Exam	\$500.00		\$500.00	
Medical/Drug Screen	\$592.00		\$592.00	
New Hire Orientation/Training (FT FF wages - 7 hours)		\$220.96		\$220.96
Misc. Fire/HR Staff Time (24 hours initial/5 hours add'l)		\$629.46		\$176.83
Uniforms/Turn Out Gear	\$3,125.00		\$3,125.00	
Firefighter II Academy Program Cost (280 hours)	\$1,375.00		\$1,375.00	
Rookie School Books/materials per student	\$200.00		\$200.00	
Rookie School (Staff time -- 164 hours)		\$2,712.00		
Sub-total of Direct & Indirect Costs:	\$10,011.15	\$5,321.84	\$6,011.06	\$397.79
<b>Grand total of Direct &amp; Indirect Cost to hire 1 FT FF:</b>		<b>\$15,332.99</b>		<b>\$6,408.85</b>

Total cost to hire 1 FT FF				\$15,332.99
Annual Wages for 1 Entry-level FF				\$36,207.13
Family Health Insurance Coverage of 1 Entry-level FF				\$15,873.94
Medicare cost for 1 Entry-level FF				\$513.00
Estimated employer pension cost for 1 Entry-level FF				\$5,307.00
<b>Total cost of recruitment/training &amp; wages for 1 FT FF</b>				<b>\$73,234.06</b>

<b>Total cost of recruitment/training &amp; wages &amp; benefits for 3 entry level FT FF</b>				<b>\$219,702.18</b>
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<b>Annual cost of wages &amp; benefits for 3 FT non-probationary FF</b>				<b>\$182,571.42</b>
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**Appendix J—Tenure of Part-Time Fire Fighters**

<b>Tenure of Part-time Firefighters</b>			
Name	Hire Date	Last Date Employed	Tenure in Months
Rominski	10/24/1998	6/22/2000	24.00
Zamecnik	6/1/2000	6/22/2000	0.00
McCarthy	11/19/1997	6/22/2000	31.00
Rominski	10/24/1996	6/22/2000	44.00
Siver	2/1/1977	8/21/2000	282.00
Gagliano	10/20/1992	2/15/2001	100.00
Sirota	8/8/2000	3/19/2001	7.00
Cicccone	9/6/1994	3/21/2001	78.00
Fors	10/21/1997	4/26/2001	42.00
Valentino	2/9/1997	4/27/2001	50.00
Jones	6/1/1999	5/16/2001	23.00
Stoike	1/31/1996	5/17/2001	64.00
Pereira	7/14/1999	8/8/2001	25.00
Levine	10/8/1974	9/14/2001	323.00
Kotrba	9/1/2000	10/12/2001	13.00
Hervas	12/28/1999	12/1/2001	24.00
Goodman, B	8/3/1999	12/12/2001	28.00
Lamz	6/11/1999	12/13/2001	30.00
Durso	9/1/2000	3/26/2002	18.00
Weberski	9/25/2001	5/7/2002	8.00
Fioretto	4/25/2001	5/13/2002	13.00
Chromek	3/26/2002	5/21/2002	2.00
Costello	7/14/1999	12/19/2002	41.00
Goodman, A	10/22/2002	12/31/2002	2.00
Clark	4/25/2001	2/22/2003	22.00
Gilleran	3/15/2000	3/14/2003	36.00
Peterson	3/12/2002	5/19/2003	14.00
Johnson	11/6/2001	7/11/2003	20.00
McKinley	4/1/1998	9/19/2003	65.00
Higgins	8/31/2003	10/18/2003	2.00
Gonzalez	10/2/2002	11/19/2003	13.00
Kenik	3/12/2002	1/10/2004	22.00
Pearce	1/22/2002	1/10/2004	24.00
Weinhandl, Ro	8/29/1996	1/13/2004	89.00
Troiani	10/21/2002	6/4/2004	20.00
Sode	1/27/1999	7/1/2004	66.00
Welnowski	4/21/2001	8/8/2004	40.00
Edwards	3/12/2002	9/2/2004	30.00
Romano	3/12/2002	11/11/2004	32.00
Sanfilippo	8/23/2004	12/13/2004	4.00
Fusccone	8/28/1997	12/16/2004	88.00
Anselmo	1/22/2002	12/16/2004	35.00
Montalbano	5/4/1998	12/16/2004	79.00
Duffy	2/7/2005	3/1/2005	1.00
Watkins	9/2/2003	3/4/2005	18.00
Render	4/25/2001	5/31/2005	49.00
Pillegi	10/28/1997	5/31/2005	91.00
Bober	10/18/2002	5/31/2005	31.00

<b>Tenure of Part-time Firefighters</b>			
Name	Hire Date	Last Date Employed	Tenure in Months
Hernandez	10/6/2002	5/31/2005	31.00
Hoffman	9/3/1999	5/31/2005	68.00
Krasowski	7/28/1998	5/31/2005	82.00
Ordinario	9/1/2003	5/31/2005	20.00
Rosberg	4/20/1998	5/31/2005	85.00
Scipione	9/3/1999	5/31/2005	68.00
Stallings	10/9/2002	5/31/2005	31.00
Weinhankdl, Ra	6/16/1998	5/31/2005	83.00
Chmielak	2/7/2005	5/31/2005	3.00
Horran	8/23/2004	5/31/2005	9.00
Ramirez	8/23/2004	5/31/2005	9.00
			<b>44.95</b>

**Names noted in green are employees who started a part-time firefighters and were promoted to full time. Their end of service date reflects their promotion date.**

**Appendix K—List of Surveyed Departments**

<b>List of Surveyed Departments</b>						
<b>Chief or Commissioner</b>		<b>Department Name</b>	<b>Mailing Address</b>		<b>State</b>	<b>Zip Code</b>
Timothy	Duetschle	Addison Fire Protection District	10 South Addison Road	Addison	IL	60101
Steve	Guestschow	Algonquin-Lake in the Hills Fire Protection District	302 N. Harrison Street	Algonquin	IL	60102
William	O'Boyle	Bartlett Fire Protection District	234 North Oak Avenue	Bartlett	IL	60103
William	Darin	Batavia Fire Department	800 East Wilson Street	Batavia	IL	60510
Andre	Harvey	Bellwood Fire Department	3200 Washington Boulevard	Bellwood	IL	60104
Frank	Sustr	Berkeley Fire Department	5819 Electric Avenue	Berkeley	IL	60163
John	Tierney	Broadview Fire Department	2400 South 25th Avenue	Broadview	IL	60155
Charles	LaGreco	Brookfield Fire Department	9001 Shields Avenue	Brookfield	IL	60513
John	Schuldt	Carpentersville Fire Department	1200 Besinger Drive	Carpentersville	IL	60110
Jeff	Macko	Cary Fire Protection District	400 Cary-Algonquin Road	Cary	IL	60013
Patrick	Hansen	Central Stickney Fire Protection District	4951 South Lotus Avenue	Chicago	IL	60638
John	Spiegel	Countryside Fire Protection District	600 North Deerpath Drive	Vernon Hills	IL	60061
Robert	Tinucci	Darien-Woodridge FPD	7550 Lyman Avenue	Darien	IL	60561
Gary	Jensen	Elk Grove Township Fire Department	1415 E. Algonquin Road	Arlington Heights	IL	60005
Edward	Clohessy	Evergreen Park Fire Department	9000 Kedzie Avenue	Evergreen Park	IL	60805
Timothy	Rehor	Forest Park Fire Department	7625 Wilcox Street	Forest Park	IL	60130

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
James	Grady III	Frankfort Fire Protection District	333 West Nebraska Street	Frankfort	IL	60423
Stephen	Olson	Geneva Fire Department	200 E Side Drive	Geneva	IL	60134-1544
Ralph	Blust	Glenside Fire Protection District	1608 Bloomingdale Road	Glendale Heights	IL	60139
Mike	Kuryla III	Hillside Fire Department	523 North Wolf Road	Hillside	IL	60162
Don	Mobley	Grayslake Fire Protection District	160 Hawley Street	Grayslake	IL	60030
Ray	Presnak	Homewood Fire Department	17950 Dixie Highway	Homewood	IL	60430
James	MacArthur	Itasca Fire Protection District	520 West Irving Park Road	Itasca	IL	60143
Ronald	Szarzynski	Justice Fire Department	7800 Archer Road	Justice	IL	60458
Dean	Maggos	La Grange Park Fire Department	447 North Catherine	LaGrange Park	IL	60526
Frank	Slazes	Lake Villa Volunteer Fire Department	P.O. Box 82	Lake Villa	IL	60046
Andrew	O'Donnell	Lemont Fire Protection District	15900 New Avenue	Lemont	IL	60439
John	Campbell	Leyden Fire Protection District	2600 N. Mannheim Road	Franklin Park	IL	60131
Robert	Turpel	Long Grove Fire Protection District	1165 Old McHenry Road	Long Grove	IL	60047
Gordon	Nord, Jr.	Lyons Fire Department	4043 Joliet Avenue	Lyons	IL	60534
Joseph	Myrick	Mc Cook Fire Department	P.O. Box 1506	McCook	IL	60525
Ted	Golden	Mokena Fire Protection District	19853 Wolf Road	Mokena	IL	60448

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Randy	Justus	Mundelein Fire Department	1000 N. Midlothian Road	Mundelein	IL	60060
Ken	Hossack	New Lennox Fire Protection District	P.O. Box 226	New Lenox	IL	60541
Steve	Miller	North Aurora Fire Protection District	P. O. Box 193	North Aurora	IL	60542
Richard	McKeon	North Palos Fire Protection District	10629 S. Roberts Road	Palos Hills	IL	60465
Raymond	Martinek	North Riverside Fire Department	2331 South Des Plaines Avenue	North Riverside	IL	60546
Robert	Hjelmgren	Northlake Fire Protection District	118 East Parkview Drive	Northlake	IL	60164
Tom	Bruecks	Northwest Homer Fire Protection District	16152 West 143rd Street	Lockport	IL	60441
Dennis	Stefanowicz	Norwood Park Fire Protection District	7447 West Lawrence Avenue	Harwood Heights	IL	60706
Robert	Gallas	Roselle Fire Department	100 East Maple Avenue	Roselle	IL	60172
Thomas	Deegan	Schiller Park Fire Department	9526 Irving Park Road	Schiller Park	IL	60176
Alan	Schullo	St. Charles Fire Department	105 North First Avenue	St. Charles	IL	60174
Larry	Meyer	Stickney Fire Department	6433 W. 43rd Street	Stickney	IL	60402
Bryan	Lewis	Stone Park Fire Department	1745 North 35th Avenue	Stone Park	IL	60165
John	Nemeth	Summit Fire Department	7339 W 59th Street	Summit	IL	60501
James	Eggert	Tri State Fire Protection District	419 Plainfield Road	Darien	IL	60561
Jerry	Kleinwachter	Warrenville Fire Protection District	Box 51	Warrenville	IL	60555
David	Dato	Wauconda Fire Department	109 West Liberty Street	Wauconda	IL	60084

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Ron	Ackerman	West Chicago Fire Protection District	200 Fremont Street	West Chicago	IL	60185
Larry	McManaman	West Dundee Fire Department	555 S. Eighth Street	West Dundee	IL	60118
Thomas	Rafferty	Westchester Fire Department	10240 West Roosevelt Road	Westchester	IL	60154
Frank	Benak	Western Springs Fire Department	4353 Wolf Road	Western Springs	IL	60558
Gregory	Berk	Wheaton Fire Department	One Fapp Circle	Wheaton	IL	60187
Phillip	DiMenza	Winfield Fire Protection District	27W530 Highlake Road	Winfield	IL	60190
Mike	Stried	Winthrop Harbor Fire Department	830 Sheridan Road	Winthrop Harbor	IL	60096
Mitchell	Crocetti	Wood Dale Fire Protection District	589 N. Wood Dale Rod	Wood Dale	IL	60191
Ralph	Webster	Woodstock Fire/Rescue District	435 E. Judd	Woodstock	IL	60098
Andy	Bonomo	York Center Fire Protection District	1517 South Meyers Road	Lombard	IL	60148
Randall	Rickering	Fitchburg Fire Department	5791 Lacy Road	Fitchburg	WI	53711
Charles	Geraci	Alsip Fire Department	12600 South Pulaski Road	Alsip	IL	60803
Dan	Georgevich	Calumet City Fire Department	P.O. Box 1519	Calumet City	IL	60409
Thomas	Battistella	Calumet Park Fire Department	12457 South Ashland Avenue	Calumet Park	IL	60827
Will	Chapleau	Chicago Heights Fire Department	83 East Joe Orr Road	Chicago Heights	IL	60411
Lyle	Bachert	Crete Fire Department	P.O. Box 337	Crete	IL	60417
Jerry	Meyer	Crete Township Fire Protection District	26064 S Dixie Highway	Crete	IL	60417

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Bob	Morrin	Dixmoore Fire Department	166 West 145th Street	Dixmoor	IL	60426
Gordon	Bradshaw	Dolton Fire Department	14022 Park Avenue	Dolton	IL	60419
Bill	Vallow	East Hazelcrest Fire Department	17223 South Throop Street	East Hazelcrest	IL	60429
Dan	Hornback	Flossmore Fire Department	2800 Flossmoor Road	Flossmoor	IL	60422
Greg	Dillard	Ford Heights Fire Department	1343 Ellis Avenue	Ford Heights	IL	60411
Rick	Koopman	Garden Homes Fire Protection District	3800 West 119th Street	Garden Homes	IL	60803
Gregory	DeGroot	Harvey Fire Department	15600 Center Avenue	Harvey	IL	60426
John	Walker	Hometown Fire Department	4301 Southwest Highway	Hometown	IL	60456
Ronald	Moaton	Markham Fire Department	16313 Kedzie	Markham	IL	60426
Robert	Wilcox	Matteson Fire Department	3445 211th Street	Matteson	IL	60443
Marty	Quinn	Merrionette Park Fire Department	3165 West 115th Street	Merrionette Park	IL	60803
Brandon	Turner	Phoenix Fire Department	625 East 151st Street	Phoenix	IL	60426
Michael	Spain	Richton Park Fire Department	4455 Sauk Trail	Richton Park	IL	60471
Charles	Lloyd	Robbins Fire Department	3327 West 137th Street	Robbins	IL	60472
Chris	Sewell	Sauk Village Fire Department	1804 East 222nd Street	Sauk Village	IL	60411
James	Wiley	South Holland Fire Department	16230 Wausau Avenue	South Holland	IL	60473
Ken	Nielsen	Steger Estates Fire Protection District	23940 South Kings Road	Crete	IL	60417

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Kenneth	Dunn	Tinley Park Fire Department	17355 68th Court	Tinley Park	IL	60477
David	Litton	University Park Fire Department	698 Burnham Drive	University Park	IL	60466
Robert	Kristie	Willow Springs Fire/Rescue	8259 S Willow Springs Road	Willow Springs	IL	60480
Greg	Partch	Burling Community Fire Protection District	P.O. box 404	Burlington	IL	60109
Kelly	Callaghan	Elburn & Countryside Fire Protection District	P.O. Box 8053	Elburn	IL	60119
Pete	Wilcox	Hampshire Fire Protection District	P.O. Box 245	Hampshire	IL	60140
David	Sigmund	Kaneville Fire Protection District	P.O. Box 9	Kaneville	IL	60144
Kevin	Peterson	Maple Park Fire Department	P.O. Box 10	Maple Park	IL	60151
Don	Seidelman	Moecherville Fire Protection District	P.O. Box 1571	Aurora	IL	60505
Tom	Meyers	Montgomery Fire Protection District	198 South Railroad Street	Montgomery	IL	60538
Brad	Smith	Oswego Fire Protection District	59 Main Street	Oswego	IL	60543
Dan	Wagner	Pingree Grove & Countryside Fire Protection District	39W160 Plank Road	Elgin	IL	60123
Rollyn	Anderson	Rutland & Dundee Township Fire Protection District	P.O. Box 203	Gilberts	IL	60136
Joseph	Cluchey	South Elgin & Countryside Fire Protection District	150 West State Street	South Elgin	IL	60177
Kurt	Delles	South Park Fire Protection District	599 Montgomery Road	Montgomery	IL	60538
William	King	Sugar Grove Fire Protection District	61 S. Main Street	Sugar Grove	IL	60554

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Dennis	Volling	Antioch Fire Department	835 Holbek Dirve	Antioch	IL	60002
Ron	Hoehne	Fox Lake Fire Department	301 South Route 59	Fox Lake	IL	60020
Paul	Maplethorpe	Greater Round Lake Fire Protection District	409 W Nippersink Road	Round Lake	IL	60073
Ronald	Pieri	Highwood Fire Department	428 Green Bay Road	Highwood	IL	60040
Frank	Slazes	Lake Villa Fire Department	P.O. Box 82	Lake Villa	IL	60046
Robert	Kreher	Fox River Grove Fire Protection District	411 Algonquin Road	Fox River Grove	IL	60021
Dale	Valentine	Hebron/Alden/Greenwood Fire Protection District	P O Box 345	Hebron	IL	60034
James	Saletta	Huntley Fire Protection District	P.O. Box 517	Huntley	IL	60142
Ross	Kitchen	Marengo Fire Department	120 East Prairie Street	Marengo	IL	60152
Wayne	Amore	McHenry Township Fire Protection District	3610 West Elm Street	McHenry	IL	60050
Gary	Mekulish	Nunda Rural Fire Protection District	1713 Route 176	Crystal Lake	IL	60014
Ken	Foszcz	Richmond Township Fire Protection District	5601 Hunter Drive	Richmond	IL	60071
Rich	Tobiasz	Spring Grove Fire Protection District	8214 Richardson Road	Spring Grove	IL	60081
John	Rice	Wonder Lake Fire Protection District	P.O. Box 447	Wonder Lake	IL	60097
David	Lagesse	Beecher Fire Protection District	P.O. Box 759	Beecher	IL	60401
Gregory	Grygiel	Braidwood Volunteer Fire Department	P.O. Box 309	Braidwood	IL	60408

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Dave	Riddle	Channahon Fire Protection District	24929 South Center Street	Channahon	IL	60410
Rick	Hall	Custer Township Fire Department	21750 Highway 113	Custer Park	IL	60481
Robert	Scholtes	East Joliet Fire Protection District	911 South Briggs	Joliet	IL	60433
William	Offerman	Elwood Fire Protection District	309 W. Mississippi	Elwood	IL	60421
Michael	Schofield	Homer Township Fire Protection District	16050 South Cedar Road	Lockport	IL	60441
Jack	Fitzgerald	Manhattan Fire Department	Box 65	Manhattan	IL	60442
David	Burns	Minooka Fire Department	P.O. Box 309	Minooka	IL	60447
Carl	Neiland	Monee Fire Protection District	P.O. Box 157	Monee	IL	60449
John	Young	Peotone Fire Protection District	7550 West Joliet Road	Peotone	IL	60468
Bill	Waznis	Rockdale Volunteer Fire Department	603 Otis Avenue	Rockdale	IL	60436
Carl	Churulo	Romeoville Fire Department	18 Montrose Drive	Romeoville	IL	60446
Kerry	Sheridan	Troy Fire Protection District	107 W. Jefferson Street	Shorewood	IL	60431
Stephen	Tulley	Wilmington Fire Protection District	P.O. Box 245	Wilmington	IL	60481
Al	Woo	Washington Township Fire Department	6279 Shier Rings Road	Dublin	OH	43016
Peter	Wilms	Westerville Fire Department	400 W Main Street	Westerville	OH	42081-1436
Scott	Highly	Worthington Fire Department	6500 N High Street	Worthington	OH	43085-4016
Mark	Ober	Anderson Township Fire Department	6211 Salem Road	Cincinnati	OH	45230-2744

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Joseph	Gehring	Arlington Heights Fire Department	601 Elliott Avenue	Arlington Heights	OH	45215-5402
James	Fehr	Blue Ash Fire Department	4343 Cooper Road	Blue Ash	OH	45242-5699
Donald	Clark	Cheviot Fire Department	3814 Harrison Avenue	Cheviot	OH	45211
G Bruce	Smith	Colerain Township Fire Department	3251 Springdale Road	Cincinnati	OH	45251
Harold	Edwards	Delhi Township Fire Department	697 Neeb Road	Cincinnati	OH	45233-4613
Patricia	Brooks	Forest Park Fire Department	1201 W Kemper Road	Forest Park	OH	45240-1696
Donald	Latta	Glendale Fire Department	80 E Sharon Avenue	Glendale	OH	45246
James	Hunter	Loveland Symmes Fire Department	126 S Lebanon Road	Loveland	OH	45140
Stephen	Ashbrock	Madeira Indian Hill J Fire Department	6475 Drake Road	Cincinnati	OH	45243-3310
Jim	Hughes	Miami Township Fire Department	4938 E Miami River Road	Cleves	OH	45002-9048
Paul	Wright	Montgomery Fire Division	10150 Montgomery Road	Cincinnati	OH	45242
Dale	Duermit	Sharonville Fire Department	11210 Reading Road	Sharonville	OH	45241
Daniel	Shroyer	Springdale Fire Department	12147 Lawnview Avenue	Springdale	OH	45246-3094
William	Jetter	Sycamore Township Fire Department	8540 Kenwood Road	Sycamore Township	OH	45236
John	Benken	Wyoming Fire Department	600 Grove Avenue	Wyoming	OH	45215
James	Nickel	Brookville Fire Department	P.O. Box 10	Brookville	OH	45309

<b>List of Surveyed Departments</b>						
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Chief or Commissioner		Department Name	Mailing Address		State	Zip Code
Charles	Wilttrout	Butler Township Fire Department	3780 Little York Road	Dayton	OH	45414
Ron	Casey	Harrison Township Fire Department	5949 N Dixie Drive	Dayton	OH	45414
Larry	Dalton	Jefferson Township Fire Department	587 Infirmery Road	Dayton	OH	45427
Stephen	Kirby	City of Moraine Fire Department	3333 Pinnacle Park Drive	Dayton	OH	45418
Daniel	Alig	Riverside Fire Department	1791 Harshman Road	Riverside	OH	45424-5017
Paul	Hutsonpillar	Trotwood Fire Department	45 N Olive Road	Trotwood	OH	45426
Kenneth	Parks	Washington Township Fire Department	8320 McEwen Road	Dayton	OH	45458-2041
Jack	Keister	West Carrollton Fire Department	P.O. Box 10	West Carrollton	OH	45449-0010
James	Paulett	Bath Fire Department	3864 W Bath Road	Akron	OH	44333-1352
Joseph	Ezzie	Copley Fire Department	1540 S. Cleveland-Massillon Road	Copley	OH	44321
Glenn	Goodrich	Fairlawn Fire Department	3525 S Smith Road	Fairlawn	OH	44333-3007
Victor	Winick	Springfield Township Fire Department	2454 E Waterloo Road	Akron	OH	44312
Dennis	Crossen	Tallmadge Fire Department	85 West Overdale Drive	Tallmadge	OH	44278
David	Fulmer	Miami Township Fire Department	2700 Lyons Road	Miamisburg	OH	45343-2300

**Appendix L—Letter to Surveyed Departments****Village of Hanover Park**

Fire Department

May 19, 2005

Municipal Building  
2121 West Lake Street  
Hanover Park, Illinois  
60133-4398630-372-4200  
Fax 630-372-4215Irwin A. Bock  
Village PresidentSherry L. Craig  
Village ClerkMarc G. Hummel  
Village Manager

Dear :



As part of my applied research project for the National Fire Academies Executive Fire Officer Program, I am evaluating the effectiveness of Part Time Firefighters within the Hanover Park Fire Department. Currently our department utilizes part time firefighters, commonly referred to as “paid on premise” (P.O.P.) to fill two twenty-four hour positions each day. In addition, they are also used to cover all leave time, FLSA work reduction days, sick leave, and leave for training for the 27 full time employees currently assigned to a 24/48 shift rotation. Totalling these hours together, we are depending on our part time staff to cover roughly 36,000 hours annually or the same hours that it would take an additional 12.5 full time firefighters to cover.

In the past, Hanover Park was fortunate to have a large number of part time firefighters who had secure full time positions both within the private and public sectors, and was simply interested in providing service to their community through our part time program. However, as our economic and generational culture has changed, we are finding it increasingly more and more difficult to hire and retain part time personnel. We are now seeing part time personnel who are looking to use their fire department position as a stepping stone to full time employment. This change is generating an extremely high turnover rate. This turnover is forcing the department to devote a tremendous amount of human and financial resources into recruitment and training, as well as the overtime cost of full time firefighters to cover the vacancies created by the absent part time personnel.

Based on this, I am interested in the experiences of other similarly sized departments who utilize part time personnel in an attempt to try and glean an understanding of best practices for the utilization of these firefighters. The enclosed survey requests information specifically tailored to the problems we are seeing within Hanover Park Fire Department. However, based on the above explanation, please feel free to elaborate as necessary in any area you believe would be helpful. Your assistance is greatly appreciated.

Sincerely,

Craig A. Haigh, CFO, NREMT-P  
Fire Chief

Enclosure

**Appendix M—Part-Time Fire Fighter Survey**



1. Does your department utilize part-time firefighters (for purposes of this study, part time will refer to paid-on-call and/or paid on premise firefighters)?

Yes       No

***If you do not use part-time firefighters, please stop here and return the survey in the envelope provided.***

2. What is the population served by your department? \_\_\_\_\_

3. What is the total number of employees in each category?

\_\_\_\_\_ Volunteer  
 \_\_\_\_\_ Paid-on-call (*i.e. call back or respond from home*)  
 \_\_\_\_\_ Paid-on-Premise (P.O.P.)  
 \_\_\_\_\_ Full Time

4. How do you utilize your part time staff?

Call back (*response via pager when needed*)

Paid-on-Premises

What is the number of positions filled with part-time firefighters per 24-hours shift? \_\_\_\_\_

Are part-time firefighters used to fill in for full time firefighters when on annual leave, FLSA work reduction days (*i.e. Kelly days*), sick leave, training, etc.?

Yes       No

5. What is the hourly rate paid to part time firefighters? \$\_\_\_\_\_

Is certification/specialty pay provided and if so, please provide details on the program.

6. Are the part time firefighter's a part of a collective bargaining association or union?

Yes ~ Organization \_\_\_\_\_

No

7. What are the basic levels of training/certifications required for part-time firefighters?

- \_\_\_\_\_ Firefighter II
- \_\_\_\_\_ EMT
- \_\_\_\_\_ Paramedic
- \_\_\_\_\_ Haz Mat Awareness

Are employees required to possess these certifications prior to employment or does your department provide/pay for their education?

If you pay for the employees training, please provide an estimate of total cost to prepare an employee for service within your organization.

\$\_\_\_\_\_

8. What is the average tenure of your part-time firefighters?

9. Please explain your methods of recruitment of part-time firefighters:

10. What employee evaluation components do you employ in selecting who is hired as a part-time firefighter?

- Written Exam
- Physical Ability Exam
- Structured Interview
- Integrity Interview
- Medical Exam
- Psychological Exam
- Polygraph Exam

11. Approximately how much do you spend annually for part-time coverage?

\$ \_\_\_\_\_

12. Are you pleased with the services provided by these employees and are they sufficiently meeting the needs of the department?

- Yes       No

If no, please explain:

13. What are your long term plans for continued usage for part-time personnel?

14. Are you aware of any other fire departments that can be contacted for additional information? *(please print)*

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Contact Person: \_\_\_\_\_

**Appendix N--Survey Results****Table N1****Economics**

Population	State	Number of Part-Time Employees	Number of Full-Time Employees	PT Positions filled per 24 Hr Shift	PT Used to Fill in for FT	Hourly Pay Rate-- Lowest	Hourly Pay Rate-- Highest	Specialty Pay	Collective Bargaining	Annual Cost of Program	Long Term Plans for Program	Noted Special Problems / Comments
24,303	Ohio	33	29	12	Yes	\$7.52	\$9.89	Yes	No	\$230,000	Continue	
16,700	Ohio	45	10	3	No	\$15.97	\$15.97	No	Yes	\$430,000	Continue	
13,500	Ohio	32	8	2	Yes	\$10.31	\$11.88	No	No	\$405,000	Continue	
31,000	Ohio	78	8	10	No	\$11.15	\$15.75	Yes	No	\$615,500	Continue	Population & call volume is outgrowing capabilities of program
9,700	Ohio	60	9	1	Yes	\$15.85	\$15.85	Yes	No	\$350,000	Continue	Poor work ethic of new employees
14,830	Ohio	30	15	3	Yes	\$10.00	\$12.50	No	No	\$200,000	Discontinue and replace with full time	Program is no longer dependable
10,000	Ohio	35	0	3	No	\$9.63	\$11.77	No	No	\$300,000	Hire 3 full time	Undependable
37,000	Illinois	64	12	11	Yes	\$10.40	\$14.35	Yes	No	\$1,350,000	Discontinue and replace with full time	High turnover, training ground for other departments
13,000	Ohio	8	1	4	No	\$7.50	\$12.82	Yes	No	\$258,000	Discontinue and replace with full time	High turnover, training ground for other departments
6,150	Illinois	65	1	4	No	\$11.80	\$14.15	No	No	\$675,000	Consolidation of services with neighboring FDs	High turnover, training ground for other departments
29,000	Illinois	25	40	4	No	\$9.00	\$12.00	Yes	No	\$377,000	Continue for now, look to provide career path to full time for existing part timers	High turnover, training ground for other departments
7,300	Ohio	40	15	3	Yes	\$16.04	\$16.04	No	Yes	\$493,000	Continue	
53,000	Ohio	50	21	12	No	\$9.24	\$14.81	Yes	No	\$1,281,293	Continue	
8,260	Ohio	24	1	2	No	\$11.00	\$13.00	Yes	No	\$300,000	Continue	

## Economics

Population	State	Number of Part-Time Employees	Number of Full-Time Employees	PT Positions filled per 24 Hr Shift	PT Used to Fill in for FT	Hourly Pay Rate-- Lowest	Hourly Pay Rate-- Highest	Specialty Pay	Collective Bargaining	Annual Cost of Program	Long Term Plans for Program	Noted Special Problems / Comments
46,000	Illinois	19	78	1	Yes	\$11.52		No	No	\$200,000	Begin testing only for part time, and then fill all full time openings from part time ranks	Retention problems: 45 positions authorized, 19 filled
10,680	Illinois	2	0	2	No	\$7.50	\$7.50	No	No	\$99,000	Converting part time positions to full time	
26,000	Illinois	16	4	4	No	\$12.00	\$13.00	Yes	No	\$450,000	Increase staffing levels to 6 per shift using P.O.P.	
20,000	Ohio	85	34	6	Yes	\$12.88	\$13.88	No	No	\$700,000	Reduce dependency on part time by replacing with full time	
24,000	Illinois	20	17	2	No	\$6.15	\$15.00	Yes	No	\$120,000	Build a stronger part time program	Part time participation is sporadic and inconsistent
23,000	Illinois	30	12	2	No	\$9.13	\$11.42	Yes	No	\$150,000	Increase to 3 part time employees per shift	Maintaining training is difficult. Often short shifted because of part time conflicting last minute demands.
5,000	Illinois	16	0	4	No	\$7.75	\$10.75	Yes	Yes	\$350,000	Continue	High turnover, training ground for other departments
38,000	Ohio	35	33	8	Yes	\$8.44	\$17.26	No	No	773,00	Grow the program	
28,000	Ohio	15	40	3	Yes	\$12.00	\$12.00	No	No	\$500,000	Continue	Spend a large amount of time training personnel for an average tenure of 6-12 months
30,000	Illinois	25	45	2	Yes	\$8.00	\$17.00	No	No	\$225,000	Continue	
8,000	Illinois	30	5	0.5	No	\$9.00	\$9.00	No	No	\$50,000	Adding more full time	Used to fill a 12-hour night shift only

**Economics**

Population	State	Number of Part-Time Employees	Number of Full-Time Employees	PT Positions filled per 24 Hr Shift	PT Used to Fill in for FT	Hourly Pay Rate-- Lowest	Hourly Pay Rate-- Highest	Specialty Pay	Collective Bargaining	Annual Cost of Program	Long Term Plans for Program	Noted Special Problems / Comments
8,000	Illinois	25	2	3	No	\$11.25	\$11.50	Yes	No	\$280,000	Plans to expand to 4 part time personnel per shift	
30,000	Illinois	45	10	8	No	\$12.00	\$18.00	Yes	No	\$1,000,000	Continue	
50,000	Illinois	26	50	3	No	\$8.00	\$11.00	Yes	No	\$347,649	Continue	Cover (3) 13-hour night slots and (3) 24-hour weekend slots
45,000	Illinois	152	0	12	No	\$15.00	\$16.50	No	No	\$3,000,000	Continue	
40,000	Illinois	10	33	3	No	\$8.00	\$20.00	Yes	No	\$210,000	Unsure of future	Following collective bargaining contract with full time, part time pool dramatically reduced.
18,000	Illinois		3	3	Yes	\$10.40	\$10.40	No	No	\$375,000	Continue	
20,000	Illinois	47	3	1	Yes	\$8.00	\$8.50	No	No	\$160,000	Expand to 3 per shift	
40,000	Illinois	30	39	3	No	\$12.00	\$14.00	Yes	No	\$400,000	Phasing part time out over next 3-4 years, replacing with full time	High turnover and undependable personnel pool
28,000	Illinois	30	35	3	Yes	\$11.93	\$11.93	Yes	No	\$403,868	Continue	Hard to schedule and manage
13,000	Illinois	53	1	5	No	\$11.00	\$11.00	Yes	No	350,00	Increase full time staffing	
10,500	Illinois	29	6	2	No	\$10.00	\$10.00	No	No	\$146,000	Continue	
12,000	Illinois	20	22	3	No	\$8.00	\$14.00	Yes	No	\$250,000	Maintain program for next 10 years	
24,000	Illinois	36	28	2	No	\$11.00	\$11.00	No	No	\$185,000	Continue	
40,000	Illinois		49	3	Yes	\$11.00	\$11.00	No	No	\$290,000	Continue	
2,000	Illinois	8	1	1.5	Yes	\$9.00	\$10.00	No	No	\$50,000	Adding more full time	
45,000	Illinois	4	41	1	Yes	Call stipend		No	No	\$33,000	Continue	
32,000	Illinois	18	30	1	No	\$10.21	\$13.58	Yes	No	\$102,524	Continue	

**Economics**

Population	State	Number of Part-Time Employees	Number of Full-Time Employees	PT Positions filled per 24 Hr Shift	PT Used to Fill in for FT	Hourly Pay Rate-- Lowest	Hourly Pay Rate-- Highest	Specialty Pay	Collective Bargaining	Annual Cost of Program	Long Term Plans for Program	Noted Special Problems / Comments
48,000	Illinois	40	21	5	No	\$9.50	\$11.50	Yes	No	\$242,000	Continue	Part time personnel are not used as part of minimum manning, they are used to increase staffing on apparatus
7,000	Illinois	31	1		No	\$6.50	\$13.25	Yes	No	\$340,000	Continue	
6,000	Illinois	8	0	2	No	\$10.00	\$11.00	Yes	No	\$237,000	Hiring full time staff, will continue with part time to fill vacancies created by full time	
7,700	Illinois	22	0	5	No	\$12.50	\$12.50	No	No	\$300,000	Attempt to expand the program	
17,500	Illinois	18	15	6	No	\$12.25	\$12.25	No	No	\$205,000	Increasing the number of full time employees	Had to reduce from 12 to 6 shifts covered per day with part time due to declining numbers
22,500	Illinois	92	3	10	No	\$13.00	\$14.83	No	No	\$1,217,058	Continue	
11,000	Illinois	100	2	5	Yes	\$9.25	\$14.25	Yes	No	\$500,000	Looking to increase full time due to inability to cover with part time	
32,000	Illinois	20	24	0	No	\$14.69	\$14.69	No	No	\$125,000	Adding 9 more full time and reducing part time to 12.	Unable to cover shifts with part time, therefore only use them to increase staffing on apparatus when available.
14,000	Illinois	53	8	2.5	No	\$7.00	\$15.50	Yes	No	\$242,525	Continue with part time but add full time as well	Use 1 P.O.P per 24 hour shift and 3 P.O.P from 1700-0700 hours

**Economics**

Population	State	Number of Part-Time Employees	Number of Full-Time Employees	PT Positions filled per 24 Hr Shift	PT Used to Fill in for FT	Hourly Pay Rate-- Lowest	Hourly Pay Rate-- Highest	Specialty Pay	Collective Bargaining	Annual Cost of Program	Long Term Plans for Program	Noted Special Problems / Comments
18,000	Illinois	20	14	2	No	\$8.50		Yes	No	\$270,000	Continue but planning to add more full time over the next seven years	
40,000	Illinois	12	38	2	No	\$14.00	\$14.00	No	No	\$210,000		
35,000	Illinois	45	35	4	Yes	\$9.00	\$13.00	Yes	Yes	\$460,000		
13,500	Illinois	18	30	3	Yes	\$14.07	\$14.07	No	No	\$300,000	Continue	
19,000	Illinois	20	12	1	Yes	\$8.50	\$8.50	Yes	Yes	\$65,000	Continue	
20,000	Ohio	18	26	2	Yes	\$9.50	\$15.00	Yes	No	\$350,000	Phasing part time out, replacing with full time	
10,563	Ohio	22	18	3	Yes	\$13.69	\$13.69	No	No	\$266,480	Phasing part time out, replacing with full time	
19,000	Illinois	52	16	4	Yes	\$1.70	\$14.00	Yes	No	\$350,000	Continue	
6,100	Illinois	45	2	4	No	\$11.94	\$11.94	No	No	\$425,000	Continue	
23,575	Illinois	42	21	2	Yes	\$10.41	\$14.75	Yes	No	\$295,000	Transitioning from POC to full time w/ part time supplement	
10,000	Ohio	11	15	2	No	\$9.02	\$11.20	Yes	No	\$124,070	Continue	
35,000	Ohio	48	105	6	Yes	\$10.50	\$10.50	No	No	\$350,000	Phasing part time out, replacing with full time	Use part time positions as stepping stone to full time employment.
10,000	Illinois	6	12	2	Yes	\$12.50	\$12.50	No	No	\$125,000	Continue	Qualified part time pool is shrinking.
30,000	Illinois	47	6	4	Yes	\$14.00	\$15.50	Yes	No	\$640,000	Continue	
12,000	Illinois	18	0	4	No	\$13.00	\$13.00	No	No	\$194,000		
35,000	Illinois	5	47	1	No	\$7.75	\$7.75	No	No	\$25,000		
15,000	Illinois	49	1	5	No	\$10.00	\$10.87	Yes	No	\$550,000	Continue	
24,000	Ohio	15	15	0	Yes	\$8.65	\$9.91	Yes	No	\$60,000	Continue	Add 2 additional full time positions
15,600	Ohio	23	13	3	No	\$6.00	\$13.17	Yes	Yes	\$300,000	Phasing part time out, replacing with full time	
8,340	Ohio	12	1	1	No	\$10.00	\$11.00	No	No	\$134,784	Adding full time	

**Economics**

Population	State	Number of Part-Time Employees	Number of Full-Time Employees	PT Positions filled per 24 Hr Shift	PT Used to Fill in for FT	Hourly Pay Rate-- Lowest	Hourly Pay Rate-- Highest	Specialty Pay	Collective Bargaining	Annual Cost of Program	Long Term Plans for Program	Noted Special Problems / Comments
28,000	Ohio	78	22	8	Yes	\$8.00	\$12.00	Yes	No	\$400,500	Continue	Part-time pool is drying up
60,000	Ohio	120	53	7	No	\$10.98	\$17.65	Yes	No	\$2,000,000	Continue	
18,500	Illinois	9	32	1	No	\$8.80	\$9.59	Yes	No	\$101,953	Continue	We have become a teaching institute for other departments
35,000	Illinois	50	21	4	Yes	\$10.00	\$12.00	Yes	No	\$400,000	Adding full time	
11,000	Illinois	31	7	3	Yes			No	No	\$110,000	Adding full time	
22,000	Illinois	20	38	1	No	\$11.43	\$11.43	No	No	\$90,000	Continue	Turnover is extremely high
<b>Averages</b>		<b>35</b>	<b>19</b>	<b>4</b>		<b>\$10.31</b>	<b>\$12.83</b>			<b>\$391,296.05</b>		

Table N2

Recruitment & Testing														
Population	State	Testing							Recruitment					
		Written Exam	Physical Ability	Structured Interview	Integrity Interview	Medical Exam	Psych Exam	Polygraph	Community College	Word of Mouth	Newspapers / Websites	Job Fairs	Flyers to other full time depts.	Other
24,303	Ohio		Yes	Yes				Yes		Yes	Yes			
16,700	Ohio	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes			Yes	
13,500	Ohio	Yes	Yes	Yes	Yes	Yes			Yes					
31,000	Ohio	Yes	Yes	Yes		Yes					Yes			
9,700	Ohio		Yes	Yes	Yes	Yes	Yes							
14,830	Ohio	Yes	Yes	Yes	Yes	Yes	Yes			Yes		Yes		
10,000	Ohio				Yes									
37,000	Illinois			Yes		Yes			Yes				Yes	
13,000	Ohio	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes			
6,150	Illinois		Yes	Yes		Yes				Yes	Yes			
29,000	Illinois	Yes		Yes	Yes	Yes			Yes	Yes	Yes			
7,300	Ohio		Yes	Yes		Yes	Yes			Yes			Yes	
53,000	Ohio	Yes	Yes	Yes		Yes								Local government alliance for the recruitment of part time firefighters
8,260	Ohio		Yes	Yes	Yes	Yes								
46,000	Illinois	Yes	Yes	Yes	Yes	Yes	Yes							
10,680	Illinois			Yes					Yes	Yes				
26,000	Illinois		Yes	Yes		Yes				Yes				
20,000	Ohio	Yes	Yes	Yes	Yes	Yes	Yes	Yes						
25,000	Illinois													
23,000	Illinois			Yes		Yes				Yes				
5,000	Illinois		Yes	Yes	Yes	Yes					Yes			
38,000	Ohio	Yes	Yes	Yes		Yes	Yes	Yes	Yes		Yes			Local government alliance for the recruitment of part time firefighters
28,000	Ohio	Yes	Yes	Yes		Yes	Yes							
30,000	Illinois		Yes	Yes		Yes				Yes	Yes		Yes	
8,000	Illinois			Yes		Yes				Yes				
8,000	Illinois			Yes						Yes				



Recruitment & Testing														
		Testing							Recruitment					
Population	State	Written Exam	Physical Ability	Structured Interview	Integrity Interview	Medical Exam	Psych Exam	Polygraph	Community College	Word of Mouth	Newspapers / Websites	Job Fairs	Flyers to other full time depts.	Other
12,000	Illinois		Yes	Yes		Yes								
35,000	Illinois	Yes	Yes	Yes										
15,000	Illinois			Yes		Yes				Yes				
24,000	Ohio		Yes	Yes		Yes			Yes					
15,600	Ohio		Yes	Yes		Yes	Yes							
8,340	Ohio			Yes						Yes				
28,000	Ohio	Yes	Yes	Yes		Yes				Yes				
60,000	Ohio	Yes	Yes		Yes	Yes		Yes		Yes				
18,500	Illinois		Yes							Yes	Yes			
35,000	Illinois	Yes	Yes	Yes	Yes	Yes								
11,000	Illinois		Yes	Yes							Yes		Yes	
22,000	Illinois		Yes	Yes		Yes				Yes	Yes			

Total "Yes"  
% of  
"Yes"

25	44	65	25	60	13	7	8	39	24	2	10
0.32	0.57	0.84	0.32	0.78	0.17	0.09	0.10	0.51	0.31	0.03	0.13

Table N3

<b>Part-Time Tenure In years</b>	<b>Part-Time Tenure In years</b>
20.00	5.00
15.00	5.00
12.00	5.00
10.50	5.00
10.00	5.00
10.00	5.00
10.00	5.00
10.00	5.00
9.73	5.00
9.00	4.87
8.75	4.50
8.00	4.00
8.00	4.00
8.00	4.00
7.50	4.00
7.00	3.50
7.00	3.00
6.00	3.00
6.00	3.00
6.00	3.00
6.00	3.00
6.00	3.00
6.00	3.00
6.00	3.00
6.00	3.00
6.00	2.50
6.00	2.50
5.50	2.50
5.50	2.50
5.00	1.50
5.00	1.50
5.00	1.50
<b>Average Tenure</b>	<b>5.85</b>

Table N4

Training											
Population	State	Firefighter I	Firefighter II	EMT	Paramedic	Haz Mat Awareness	Haz Mat Operations	Required prior to employment	Cost to prepare an employee for service	Pays for paramedic school	Details not listed
24,303	Ohio		Yes	Yes	Yes			Yes			
16,700	Ohio		Yes	Yes				No			
13,500	Ohio		Yes	Yes		Yes		Yes			
31,000	Ohio		Yes	Yes		Yes		No			Residents of the district will have education paid for, those outside must pay for their own.
9,700	Ohio		Yes	Yes		Yes		No	\$6,000.00		
14,830	Ohio	Yes	No	Yes			Yes	No	\$3,600.00		Residents of the district will have education paid for, those outside must pay for their own.
10,000	Ohio		Yes								
37,000	Illinois		Yes	Yes	Yes	Yes		No	\$3,000.00	Yes	Will pay for Haz Mat Ops
13,000	Ohio		Yes	Yes		Yes		Yes	Grant Funded		
6,150	Illinois		Yes	Yes		Yes		No	\$1,200.00		
29,000	Illinois		Yes	Yes		Yes		Yes			
7,300	Ohio	Yes		Yes	Yes			No		Yes	
53,000	Ohio	Yes		Yes		Yes		?	\$1,000.00		
8,260	Ohio		Yes	Yes	Yes	Yes		No	\$ 3,000.00	Yes	Residents of the district will have education paid for, those outside must pay for their own.
46,000	Illinois		Yes	Yes				Yes			
10,680	Illinois			Yes	Yes			No	\$ 3,500.00	Yes	
26,000	Illinois		Yes	Yes		Yes		Yes	\$ 1,400.00	No	
20,000	Ohio		Yes	Yes	Yes	Yes		Yes	\$ 1,000.00		
25,000	Illinois							?			
23,000	Illinois		Yes	Yes				Yes			

Training											
Population	State	Firefighter I	Firefighter II	EMT	Paramedic	Haz Mat Awareness	Haz Mat Operations	Required prior to employment	Cost to prepare an employee for service	Pays for paramedic school	Details not listed
5,000	Illinois		Yes	Yes		Yes		Yes			
38,000	Ohio	Yes		Yes			Yes	Yes			
28,000	Ohio	Yes		Yes		Yes		Yes			
30,000	Illinois		Yes	Yes				Yes			
8,000	Illinois		Yes	Yes				No	\$ 5,000.00	Yes	
8,000	Illinois		Yes		Yes			Yes			If employee was a volunteer, training will be paid for
30,000	Illinois		Yes	Yes				Yes		Yes	
50,000	Illinois		Yes			Yes		No	\$ 2,500.00	Yes	
45,000	Illinois		Yes	Yes				No	\$ 2,000.00		
40,000	Illinois		Yes	Yes		Yes		Yes			
18,000	Illinois		Yes	Yes	Yes			Yes		Yes	Certifications are required, but department will reimburse after employment
20,000	Illinois		Yes	Yes		Yes		No	\$ 900.00		
40,000	Illinois		Yes	Yes				Yes	\$ 2,000.00	Yes	
28,000	Illinois							?			
13,000	Illinois		Yes	Yes		Yes		Yes			
10,500	Illinois							No		Yes	
12,000	Illinois		Yes	Yes							
24,000	Illinois		Yes			Yes		Yes			
40,000	Illinois		Yes	Yes	Yes	Yes		No	\$ 1,000.00		
2,000	Illinois		Yes	Yes				Yes	\$ 1,900.00	Yes	
45,000	Illinois		Yes	Yes		Yes		No	\$ 1,500.00		
32,000	Illinois		Yes			Yes		No	\$ 1,000.00		
48,000	Illinois		Yes	Yes		Yes	Yes	No	\$ 2,000.00		

Training											
Population	State	Firefighter I	Firefighter II	EMT	Paramedic	Haz Mat Awareness	Haz Mat Operations	Required prior to employment	Cost to prepare an employee for service	Pays for paramedic school	Details not listed
7,000	Illinois		Yes	Yes		Yes		No			Residents of the district will have education paid for, those outside must pay for their own.
6,000	Illinois										
7,700	Illinois		Yes		Yes			Yes			
17,500	Illinois		Yes	Yes	Yes	Yes		Yes			
22,500	Illinois		Yes		Yes			Yes			
11,000	Illinois		Yes			Yes		No			Residents of the district will have education paid for, those outside must pay for their own.
32,000	Illinois		Yes	Yes		Yes		No	\$ 2,500.00		
14,000	Illinois		Yes	Yes		Yes		No	\$ 1,250.00		
18,000	Illinois		Yes	Yes		Yes		No	\$ 1,200.00		
40,000	Illinois		Yes	Yes	Yes	Yes		No	\$ 2,700.00		
35,000	Illinois		Yes	Yes				Yes			
13,500	Illinois										
19,000	Illinois		Yes			Yes		No			
20,000	Ohio		Yes	Yes	Yes			Yes			
10,563	Ohio	Yes			Yes			Yes			
19,000	Illinois		Yes	Yes				No	\$ 1,700.00		
6,100	Illinois		Yes		Yes	Yes		Yes			
23,575	Illinois		Yes	Yes		Yes		No	\$ 4,500.00		
10,000	Ohio		Yes	Yes				No			
35,000	Ohio		Yes	Yes		Yes		Yes	\$ 3,000.00	Yes	
10,000	Illinois		Yes	Yes		Yes		Yes			
30,000	Illinois		Yes	Yes		Yes		No	\$ 3,500.00		
12,000	Illinois		Yes	Yes	Yes	Yes		Yes	\$ 4,500.00		

Training											
Population	State	Firefighter I	Firefighter II	EMT	Paramedic	Haz Mat Awareness	Haz Mat Operations	Required prior to employment	Cost to prepare an employee for service	Pays for paramedic school	Details not listed
35,000	Illinois		Yes			Yes		No	\$ 2,500.00		
15,000	Illinois		Yes	Yes				Yes	\$ 500.00		
24,000	Ohio	Yes				Yes		Yes			
15,600	Ohio		Yes	Yes		Yes		No	\$ 8,000.00		
8,340	Ohio		Yes	Yes	Yes	Yes		Yes			
28,000	Ohio	Yes		Yes		Yes		Yes			
60,000	Ohio		Yes	Yes		Yes		No			Will hire without certifications but employees are not paid while in school
18,500	Illinois		Yes					No	\$ 1,850.00		
35,000	Illinois		Yes	Yes				No	\$ 1,000.00		
11,000	Illinois		Yes	Yes		Yes		Yes			
22,000	Illinois		Yes	Yes		Yes		Yes			
<b>\$ 3,068.18</b>											

**Appendix O—Wage Schedule**

Wage Schedule—Collective Bargaining Agreement  
Between IAFF Local 3452 and the Village of Hanover Park

**Current May 1, 2004/2005**

<b>Firefighter/Paramedic</b>	
Start	\$35,255.16
After 6 months	\$37,159.10
After 1 year	\$39,163.20
After 2 years	\$45,759.86
After 3 years	\$48,221.91
After 4 years	\$50,813.55
After 5 years	\$53,541.60
<b>Lieutenant--Company Officer</b>	\$62,286.53
<b>Lieutenant--Shift Commander</b>	\$66,079.78

**Beginning May 1, 2005/2006**      **3% ATB & 3% Equity Adjustment**      **1.03**      **1.03**

<b>Firefighter/Paramedic</b>	
Start	\$39,422.09
After 1 year*	\$41,548.24
After 2 years	\$48,546.64
After 3 years	\$51,158.62
After 4 years	\$53,908.10
After 5 years	\$56,802.28
<b>Lieutenant</b>	\$66,079.78

**Beginning May 1, 2006/2007**      **3% ATB & 3% Equity Adjustment**      **1.03**      **1.03**

<b>Firefighter/Paramedic</b>	
Start	\$41,822.89
After 1 year	\$44,078.53
After 2 years	\$51,503.13
After 3 years	\$54,274.18
After 4 years	\$57,191.10
After 5 years	\$60,261.54
<b>Lieutenant</b>	\$70,104.04

**Beginning May 1, 2007**      **3% ATB & 3% Equity Adjustment**      **1.03**      **1.03**

<b>Firefighter/Paramedic</b>	
Start	\$44,369.91

After 1 year	\$46,762.91
After 2 years	\$54,639.67
After 3 years	\$57,579.48
After 4 years	\$60,674.04
After 5 years	\$63,931.47

**Lieutenant** \$74,373.37

**Beginning May 1, 2008**      **3% ATB & 2% Equity Adjustment**      **1.03**      **1.02**

<b>Firefighter/Paramedic</b>	
Start	\$46,615.03
After 1 year	\$49,129.11
After 2 years	\$57,404.43
After 3 years	\$60,493.00
After 4 years	\$63,744.14
After 5 years	\$67,166.40
<b>Lieutenant</b>	<b>\$78,136.67</b>